343. *Meeting staffing needs to implement the new IRM.* To implement CSPs, country offices need the right skillsets, the right organizational structure and a high level of staff engagement. The CSP will determine the level of change needed in each country office. As part of the preparation process for CSPs, WFP will help country offices review four people dimensions:

- the internal climate and level of staff engagement;
- the optimum organizational structures needed for implementation;
- the required skillsets, the gaps in skills and measures to breach these gaps; and
- the talent management strategies needed to ensure that talent needed for the short and medium terms is in place, while also addressing the career development needs of staff.

344. *Getting the right people to where they are needed.* During the Fit for Purpose review, country offices reported that they are still struggling to obtain the expertise they need in a timely manner, particularly when it has to be sourced internationally. This indicates that the reassignment, roster and talent management processes are still not working as they should, resulting in reliance on service-type appointments and consultants, even in large Level 3 operations. During 2017, WFP will seek to streamline the mechanisms used to source the talent, build the talent pipeline and deploy staff. WFP will maintain its focus on ensuring that the required talent is effectively deployed and managed in emergency settings, while minimizing the impact on the rest of its humanitarian operations.

345. *Improving staff skills.* The Fit for Purpose review concluded that WFP has made progress in addressing major issues that affect its management of people. It found, for example, that processes for managing staff performance are more efficient, and there are greater opportunities for career development, learning and growth. The challenge for the future is to leverage these improvements to address the significant strain on WFP staff caused by the changing humanitarian landscape. WFP will continue to seek opportunities to leverage remote learning and other learning opportunities to address major skills gaps.

Increasing transparency and achieving excellence in performance management and reporting

346. Implementation of the IRM should facilitate greater transparency, enhanced performance management and improved financial reporting:

- The relationship among the CSP framework, the CRF and the country portfolio budget will create a direct "line of sight" between spending funds and achieving results, which will improve performance planning and management and the measurement of efficiency and effectiveness.
- A new detailed cost classification system, activity-based costing and links to standardized corporate categories will improve cost comparisons and the identification of cost drivers.
- Corporate reporting will be more precise and will better demonstrate the relevance, performance and impact of WFP's work. The new financial framework tracks four types of transfer modality – food, CBTs, capacity strengthening and service delivery. By aggregating transfer data and linking country-defined activities to standard corporate categories, WFP will be able to report more comprehensively on its operations.
- Member States will have increased access to annual operational and budgetary information through online access to country operation management plans. These should be available in the second quarter of 2018.

Changes to the APR for 2017

347. Implementation of the IRM will be accompanied by major changes in the structure of future APRs:

- The new strategy will require reporting on a wider range of Strategic Results related to SDG 2 on support to countries in achieving zero hunger, and SDG 17 on partnering to support implementation of the SDGs.
- The new CRF will have 19 strategic outcome categories, 13 output categories, 12 activity categories, 4 cross-cutting results, 7 cross-cutting indicators, 29 outcome

indicators and 42 output indicators. Of its 29 outcome indicators, more than half – 15 – are new.

- Management performance, conceptualized as "providing effective, efficient and economic support to operations in order to achieve the strategic results", will be reflected in three categories of indicator. Indicators in categories I and II will serve strategic planning and reporting purposes with targets that allow for periodic reviews, and category III will serve the day-to-day management of operations.
- WFP will take this opportunity to review the structure of the APR to ensure that it is meeting the needs of different stakeholders in the best way possible.

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ANNEX I: 2016 KEY FIGURES

Overview			2015	2014
	82.2	million people assisted directly through provision of food, cash-based transfers and commodity vouchers	76.7	80
	17.6/14.5/ 25.4/24.7	million women/men/girls/boys	16.2/14.1/ 23.3/23.1	15.8/13.2/ 25.7/25.3
	6.4/1.6/ 15.1/99.1	million refugees/returnees/IDPs/ residents	6.1/1.3/ 16.4/52.9	6.7/0.8/ 14.8/57.7
	3.5	million mt of food distributed	3.2	3.2
	990	million USD of cash-based transfers and commodity vouchers distributed to 14 million people	9.6 million people	8.9 million people
General Distributions				
	54.5	million people provided with unconditional food assistance through provision of food, cash-based transfers or commodity vouchers	46.4	42.7
School Meals				
	14.9	million schoolchildren received school meals/take-home rations[1]	15.7	17
	50	percent were girls	50	49
Nutrition and HIV/AIDS				
	8.7	million vulnerable children received special nutritional support	7.6	7.3
	4.1	million vulnerable women received additional nutritional support	3.5	3.0
	0.3	million people affected by HIV and AIDS received WFP food assistance	0.6	0.8
	11	of the 25 highest HIV and AIDS prevalence countries received WFP assistance	13	14

[1] In addition, more than 1.5 million schoolchildren benefitting from WFP-managed Trust Funds in Honduras and Lesotho.

Food Assistance for Assets/Training		2014	2015	
	10.5	million people received WFP food assistance as an incentive to build assets, attend training to build resilience to shocks and preserve livelihoods	11.4	12.7

Working in Partnerships				
	80,000	government partner staff trained	60 000	63 000
	1,100	non-governmental organizations worked with WFP	1 062	1 122
	77.2	USD million support provided by corporate and private entities donating cash and in-kind gifts	94	110.3
	22	standby partners	21	19
	3	FAO/WFP crop and food security assessment missions conducted	5	7
	5	UNHCR/WFP joint assessment missions conducted	4	12

Developing countries and WFP assistance				
	77	percent of food procured, by tonnage in developing countries	73	81
	90	percent of development multilateral resources reaching concentration criteria countries	90	90
	68.5	percent of development resources reaching least-developed countries	67.4	57
	52.4	percent of WFP's resources reaching sub-Saharan African countries	53	49

ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2014–2017)

CROSS-CUTTING RESULTS AND INDICATORS

Full achievement of the outcomes and outputs included in the SRF is not possible without integration of gender, protection, accountability to affected populations and partnership considerations during project planning, design, implementation and monitoring. Gender, protection, accountability to affected populations and partnership intersect with the full range of SRF outputs and outcomes; they are included below as cross-cutting results of relevance to all projects, all outcomes and all outputs. A set of indicators considered mandatory whenever applicable is also included.

Results	Indicators	Targets
Gender Gender equality and empowerment improved	Proportion of assisted women, men or both women and men who make decisions over the use of cash, vouchers or food within the household	Target: Project-specific
	Proportion of women beneficiaries in leadership positions of project management committees	Target: > 50%
	Proportion of women project management committee members trained on modalities of food, cash or voucher distribution	Target: > 60%
Protection and accountability to affected populations WFP assistance delivered and utilized in safe, accountable and dignified conditions	Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme sites	Targets: 80% for emergency operations (EMOPs), 90% for protracted relief and recovery operations (PRROs), 100% for country programmes/development projects (CPs/DEVs)
	Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)	Targets: 70% for EMOPs, 80% for PRROs, 90% for CPs/DEVs
Partnership Food assistance interventions coordinated and partnerships developed and maintained	Proportion of project activities implemented with the engagement of complementary partners	Target: Project-specific
	Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)	Target: Project-specific
	Number of partner organizations that provide complementary inputs and services	Target: Project-specific

Strategic Objective 1: Save lives and protect livelihoods in emergencies **Goals** 1. *Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels* 2. *Protect lives and livelihoods while enabling safe access to food and nutrition for women and men* 3. *Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**[1]	**Project targets and data sources**
Outcome 1.1: Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women[2] **Linked outputs: A and K**	**1.1.1 Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rates**	Targets: Mortality rate < 3%; recovery rate > 75%; non-response rate < 15%; default rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports
	1.1.2 Proportion of target population who participate in an adequate number of distributions[3]	Target: > 66% Data source: post-distribution monitoring (PDM)
	1.1.3 Proportion of eligible population who participate in programme (coverage)	Targets: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, > 90% in camps; prevention coverage > 70% Data sources: semi-quantitative evaluation of access and coverage (SQUEAC) method, surveys

[1] Indicators in bold are key outcome indicators.

[2] For treatment of MAM, indicators 1.1.1 and 1.1.3 will be measured; for prevention of acute malnutrition, indicators 1.1.2 and 1.1.3; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 1.1.2 and 1.1.3.

[3] Measures programme participation, particularly the number of distributions an individual participates in as part of a nutrition intervention. The target of 66 percent measures whether adequate specialized nutritious food (SNF) was delivered over time.

Strategic Objective 1: Save lives and protect livelihoods in emergencies **Goals** 1. *Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels* 2. *Protect lives and livelihoods while enabling safe access to food and nutrition for women and men* 3. *Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	Indicators[1]	Project targets and data sources
Outcome 1.2: Stabilized or improved food consumption over assistance period for targeted households and/or individuals **Linked output: A**	**1.2.1 Food consumption score,[4] disaggregated by sex of household head**	Target: Reduced prevalence of poor food consumption of targeted households/individuals by 80% Data sources: emergency food security assessment (EFSA), PDM, food security and outcome monitoring (FSOM)
	1.2.2 Diet diversity score, disaggregated by sex of household head	Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM
	1.2.3 Coping strategy index, disaggregated by sex of household head	Target: Coping strategy index of 80% of targeted households is reduced or stabilized Data sources: EFSA, PDM, FSOM
Outcome 1.3: Restored or stabilized access to basic services and/or community assets[5] **Linked outputs: A and B**	1.3.1 Retention rate of boys and girls	Target: 70% Data sources: Education management information system (EMIS), school records, surveys
	1.3.2 Enrolment rate of girls and boys	Target: annual increase of 6% Data sources: EMIS, school records
	1.3.3 Default rate of clients from anti-retroviral therapy, tuberculosis directly observed treatment (TB-DOTS) and prevention of mother-to-child	Target: < 15% Data sources: Cooperating partner reports

[4] Food consumption score (FCS) ≤ 21 = poor food consumption; FCS 21.5– 35 = borderline food consumption; FCS > 35 = acceptable food consumption.

[5] Outputs related to food assistance for assets (FFA) addressing this outcome refer to the repair or maintenance of physical and natural assets that facilitate targeted communities' access to humanitarian assistance, critical infrastructure and services (e.g. roads to markets), and reduce risk (e.g. drainage of canals before the rainy season to reduce the risk of floods).

Strategic Objective 1: Save lives and protect livelihoods in emergencies **Goals** 1. *Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels* 2. *Protect lives and livelihoods while enabling safe access to food and nutrition for women and men* 3. *Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/ Sustainable Development Goal [SDG]) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	**Indicators**[1]	**Project targets and data sources**
	transmission (PMTCT) of HIV programmes	
	1.3.4 Community asset score	Target: 50% of assets damaged or destroyed during the emergency are restored Data sources: EFSA, PDM, FSOM
Outcome 1.4: National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies **Linked outputs: C and D**	1.4.1 Emergency preparedness and response capacity index (EPCI)[6] 1.4.2 User satisfaction rate	Target: Increased index, based on initial assessment Data source: Capacity analysis Target: Project-specific Data source: User satisfaction survey

[6] WFP provides emergency preparedness and response (EPR) capacity development to the six areas of the Emergency Preparedness and Response Index (EPCI): food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications; hazard analysis and early warning in support of food security; and support for national disaster-response planning.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)*[7] *4. Ensure equitable access to and control over food and nutrition assistance for women and men*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	**Indicators**	**Project targets and data sources**
Outcome 2.1: Adequate food consumption reached or maintained over assistance period for targeted households **Linked output: A**	**2.1.1 Food consumption score, disaggregated by sex of household head**	Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80% Data sources: EFSA, PDM, FSOM
	2.1.2 Diet diversity score, disaggregated by sex of household head	Target: Increased diet diversity score of targeted households Data sources: EFSA, PDM, FSOM
	2.1.3 Coping strategy index, disaggregated by sex of household head	Target: Coping strategy index of 80% of targeted households is reduced or stabilized
Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure **Linked outputs: A and B**	2.2.1 Community asset score	Target: 80% of targeted communities have community assets over baseline Data sources: EFSA, PDM, FSOM
	2.2.2 Retention rate of boys and girls	Target: 70% Data sources: education management information system (EMIS), school records, surveys
	2.2.3 Enrolment rate of girls and boys	Target: annual increase of 6% Data sources: EMIS, school records

[7] Outcomes 2.1, 2.2 and 2.3 include refugees, returnees and IDPs.

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)* *4. Ensure equitable access to and control over food and nutrition assistance for women and men*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	**Indicators**	**Project targets and data sources**
Outcome 2.3: Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children[8] **Linked outputs: A and K**	**2.3.1 MAM treatment performance: recovery,**[9] **mortality, default and non-response rates**	Targets: Mortality < 3%; recovery > 75%; default < 15%; non-response < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports
	2.3.2 Proportion of target population who participate in an adequate number of distributions	Target: > 66% Data Source: PDM
	2.3.3 Proportion of eligible population who participate in programme (coverage)	Target: MAM treatment coverage > 50% in rural areas, > 70% in urban areas, and > 90% in camps; prevention coverage > 70% Data sources: SQUEAC method, surveys
	2.3.4 Proportion of children who consume a minimum acceptable diet[10]	Target: > 70% Data

[8] For treatment of MAM, indicators 2.3.1 and 2.3.3 will be measured; for prevention of acute malnutrition, indicators 2.3.2 and 2.3.3; for prevention of chronic malnutrition (stunting), indicators 2.3.3 and 2.3.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 2.3.2 and 2.3.3.

[9] Including nutritional recovery rates of ART, TB-DOTS and PMTCT patients, where applicable.

[10] Developed by UNICEF and WHO, "minimum acceptable diet" is part of a compendium of indicators used to measure infant and young child feeding practices. It is widely used in health and nutrition surveys to identify the proportion of children aged 6–24 months who consume a minimum acceptable diet, not counting their consumption of breastmilk.

	2.3.5 Average number of schooldays per month on which multi-fortified foods or at least 4 food groups were provided	Source: PDM Target: 16 days (80% of 20 school feeding days per month) Data sources: School reports, school stock reports

Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies **Goals** *1. Support or restore food security and nutrition of people and communities and contribute to stability, resilience and self-reliance* *2. Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems* *3. Through food and nutrition assistance, support the safe, voluntary return, reintegration or resettlement of refugees and internally displaced persons (IDPs)* *4. Ensure equitable access to and control over food and nutrition assistance for women and men*			**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcome 2.4: Capacity developed to address national food insecurity needs **Linked outputs: E, F, L and M**	**2.4.1 National capacity index (NCI)**[11]	Target: Increase of index compared with initial assessment Data source: Capacity analysis	

[11] The NCI can be adapted to capture specific national capacities in school feeding, resilience, nutrition, etc.

Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs **Goals** *1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance* *2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities* *3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains*		**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)
Outcomes	**Indicators**	**Project targets and data sources**
Outcome 3.1: Improved access to livelihood assets has contributed to enhanced resilience[12] and reduced risks from disaster and shocks faced by targeted food-insecure communities and households[13] **Linked outputs: A, B and I**	**3.1.1 Community asset score**	Target: 80% of targeted communities have community assets over baseline Data sources: PDM, FSOM
	3.1.2 Food consumption score, disaggregated by sex of household head	Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80% Data sources: PDM, FSOM
	3.1.3 Diet diversity score, disaggregated by sex of household head	Target: Increased diet diversity score of targeted households Data sources: PDM, FSOM
	3.1.4 Coping strategy index, disaggregated by sex of household head[14]	Target: Coping strategy index of 100% of targeted households is reduced or stabilized Data sources: PDM, FSOM Target: 70%

[12] WFP's resilience work is governed by its Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience (WFP, 2011), which adheres to the United Nations Office for Disaster Risk Reduction (UNISDR) definition of resilience as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR. 2009. *Terminology on Disaster Risk Reduction*). Resilience is measured by the combined properties of indicators 3.1.1, 3.1.2, 3.1.3 and 3.1.4.

[13] Assets refer to the five categories of capital: natural, physical, financial, social and human.

[14] The coping strategy index (CSI) includes both coping strategies for food and for assets.

	3.1.5 Retention rate of boys and girls	Data sources: EMIS, school records, surveys

Strategic Objective 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs **Goals** *1. Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance* *2. Leverage purchasing power to connect smallholder farmers to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities* *3. Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure, and safety-net systems, including systems linked to local agricultural supply chains*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	Indicators	Project targets and data sources
Outcome 3.2: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels **Linked outputs: H and I**	**3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country**	Target: Project-specific Data sources: Food Procurement Tracking System (FPTS) and the WFP Information Network and Global System (WINGS)
	3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	Target: Project-specific Data sources: FPTS and WINGS
	3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	Target: 10% of local and regional purchase volume is procured from pro-smallholder aggregation systems Data sources: FPTS and WINGS
Outcome 3.3: Risk reduction capacity of countries, communities and institutions strengthened **Linked outputs: B, F, G, J and M**	3.3.1 National capacity index	Target: Increase of index based on initial assessment Data source: Capacity analysis
	3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	Target: 60% of targeted communities report improved capacity to prepare for and manage climatic shocks and risks Data sources: PDM, FSOM

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger **Goals** *1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance* *2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families* *3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	**Indicators**	**Project targets and data sources**
Outcome 4.1: Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children[15] **Linked outputs: A and K**	**4.1.1 MAM treatment performance: recovery,**[16] **mortality, default and non-response rates**	Target: Mortality rate < 3%, recovery rate > 75%, default rate < 15%, non-response rate < 15% Data sources: Ministry of Health/WFP patient register; monthly cooperating partner reports
	4.1.2 Proportion of target population who participate in an adequate number of distributions	Target: > 66% Data source: PDM
	4.1.3 Proportion of eligible population who participate in programme (coverage)	Target: MAM treatment coverage: > 50% in rural areas, > 70% in urban areas, and > 90% in camps; prevention coverage: >70% Data sources: SQUEAC method/survey
	4.1.4 Proportion of children who consume a minimum acceptable diet	Target: > 70% Data source: PDM

[15] For treatment of MAM, indicators 4.1.1 and 4.1.3 will be measured; for prevention of acute malnutrition, indicators 4.1.2 and 4.1.3; for prevention of chronic malnutrition (stunting), indicators 4.1.3 and 4.1.4; and for addressing micronutrient deficiencies in children aged 6–59 months, indicators 4.1.2 and 4.1.3.

[16] Includes nutritional recovery rate for ART, TB-DOTS and PMTCT clients, where applicable.

Strategic Objective 4: Reduce undernutrition and break the intergenerational cycle of hunger **Goals** *1. Prevent stunting and wasting, treat moderate acute malnutrition and address micronutrient deficiencies, particularly among young children, pregnant and lactating women and people infected with HIV, tuberculosis and malaria by providing access to appropriate food and nutrition assistance* *2. Increase access to education and health services, contribute to learning and improve nutrition and health for children, adolescent girls and their families* *3. Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality*	**Impact** Contributions to: Eradication of extreme hunger (MDG 1/SDG) Achievement of universal primary education (MDG 2/SDG) Reduction in child mortality (MDG 4/SDG)

Outcomes	**Indicators**	**Project targets and data sources**
	4.1.5 Food consumption score,[17] disaggregated by sex of household head	Target: Reduced prevalence of poor and borderline food consumption of targeted households/individuals by 80% Data sources: PDM, FSOM
	4.1.6 Average number of schooldays per month when multi-fortified foods or at least 4 food groups were provided	Target: 80% of schooldays Data sources: school reports, school stock report
Outcome 4.2: Increased equitable access to and utilization of education **Linked output:** A	4.2.1 Enrolment rate of girls and boys 4.2.2 Retention rate of boys and girls	Target: Annual increase of 6% Data source: EMIS, school records Target: 85% retention of boys and girls Data source: EMIS, school records, surveys
Outcome 4.3: Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels **Linked outputs: E, F, I, and M**	**4.3.1 National capacity index**	Target: Increase of index based on initial assessment Data source: capacity analysis

[17] Individuals' FCS tracked where the project targets individuals such as ART, TB-DOTS and PMTCT clients and or pregnant and lactating women (PLW).

Outputs	Indicators
Output A: Food, nutritional products, non-food items, cash transfers and vouchers distributed in sufficient quantity and quality and in a timely manner to targeted beneficiaries	A.1 Number of women, men, boys and girls receiving food assistance [disaggregated by activity, beneficiary category, sex, food, non-food items, cash transfers and vouchers, as % of planned A.2 Quantity of food assistance distributed, disaggregated by type, as % of planned A.3 Quantity of non-food items distributed, disaggregated by type, as % of planned A.4 Total amount of cash transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.5 Total value of vouchers distributed (expressed in food/cash) transferred to targeted beneficiaries, disaggregated by sex and beneficiary category, as % of planned A.6 Number of institutional sites assisted (e.g. schools, health centres), as % of planned
Output B: Community or livelihood assets built, restored or maintained by targeted households and communities	B.1 Number of assets built restored or maintained by targeted households and communities, by type and unit of measure
Output C: Augmented logistics, United Nations Humanitarian Air Service (UNHAS) or emergency telecommunications services provided	C.1 United Nations Humanitarian Response Depot (UNHRD) items provided against requests, by type C.2 Number of goods and services provided, by type C.3 Number of passengers transported C.4 Metric tons/cubic meters of cargo transported
Output D: Emergency management capacity created and/or supported	D.1 Number of technical assistance activities provided, by type[18] D.2 Number of people trained, disaggregated by sex and type of training
Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems, including food security information systems	E.1 Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support E.2 Number of technical support activities[19] provided on food security monitoring and food assistance, by type
Output F: National systems for monitoring trends in food security and nutrition strengthened	F.1 Number of government counterparts trained in collection and analysis of food and nutrition security data F.2 Number of food security and nutrition monitoring/surveillance reports produced with WFP support
Output G: Human capacity to reduce risk of disasters and shocks developed	G.1 Number of people trained, disaggregated by sex and type of training
Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers	H.1 Quantity of food purchased locally through local and regional purchases (in mt) H.2 Quantity of food purchased locally from pro-smallholder aggregation systems (in mt)

[18] Include early warning information systems, response activation and coordination mechanisms, response framework, food security and vulnerability analysis, humanitarian supply chain management, emergency telecommunications, hazard analysis and early warning, and support to national disaster response planning.

[19] Include policy workshops, training events, secondments, guidance materials and information products produced by WFP or to which WFP has contributed.

Outputs	Indicators
Output I: Increased WFP fortified foods, complementary foods and specialized nutritional products purchased from local suppliers	H.3 Number of farmers' organizations trained in market access and post-harvest handling skills H.4 Number of smallholder farmers supported I.1 Quantity of fortified foods, complementary foods and specialized nutritional products purchased from local suppliers
Output J: National safety nets for food security, nutrition, education, community assets and overall contribution to resilience-building supported	J.1 Number of technical assistance activities provided,[20] by type J.2 Number of people trained, disaggregated by sex and type of training
Output K: Messaging and counselling on specialized nutritional foods and infant and young child feeding (IYCF) practices implemented effectively	K.1 Proportion of women/men beneficiaries exposed to nutrition messaging supported by WFP, against proportion planned K.2 Proportion of women/men receiving nutrition counselling supported by WFP, against proportion planned K.3 Proportion of targeted caregivers (male and female) receiving 3 key messages delivered through WFP-supported messaging and counselling
Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school feeding	L.1 Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition-related areas – technical/strategic/managerial – disaggregated by sex and type of training L.2 Number of technical assistance activities provided, by type[21]
Output M: National nutrition, school feeding, safety net policies and/or regulatory frameworks in place	M.1 Number of national programmes developed with WFP support – nutrition, school feeding, safety net M.2 Number of national safety net policies that are nutrition-sensitive M.3 Number of technical assistance activities provided, by type

[20] Include collecting, analysing and disseminating information and data on risk, vulnerability, food security and nutrition; designing and supporting community-based and government-led safety net strategies, policies and programmes that provide food assistance and technical support for food and nutrition security – targeting, conditionality, transfer selection, monitoring and evaluation (M&E), graduation criteria, etc.; evaluating and generating evidence on safety nets; and cross-cutting technical and analytical activities aiming to enhance ownership, raise awareness and influence policy-making in safety nets for food assistance.

[21] Include secondments to national governments; provision of expertise to draft policy guidance; provision of expertise in institutional strengthening; continuous engagement with national institutions; and provision of expertise in project design, management and monitoring.

ANNEX II-B: METHODOLOGY FOR ASSESSING CORPORATE PERFORMANCE BY STRATEGIC OBJECTIVE

Evidence Base

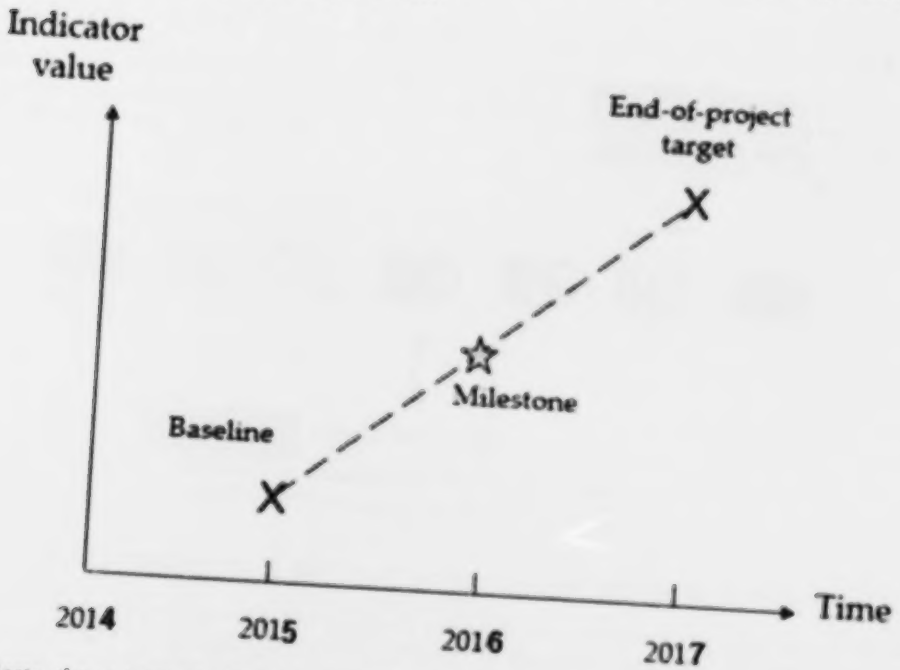
The assessment of WFP's contribution to humanitarian and development results is based on monitoring data presented in the 2016 SPRs for country and regional operations.[1] Results from projects active for six months or less by the end of 2016 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.

Procedure for Assessing WFP's Programme Performance

STEP 1 - ASSESSING OUTCOME INDICATOR PERFORMANCE AT PROJECT LEVEL

A two-pronged approach is used to analyse outcome indicator performance at the project level:

- The performance of closed projects is assessed against the indicator targets established for the project endpoint, which are set out in the project logframes.
- For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2016 based on a linear interpolation between baseline and end-of-project target values.[2]



For closed projects, the outcome indicator values collected in 2016 are compared with the end-of-project targets to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2016 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

[1] This includes all categories of operations: EMOPs, PRROs, CPs, development projects and special operations.

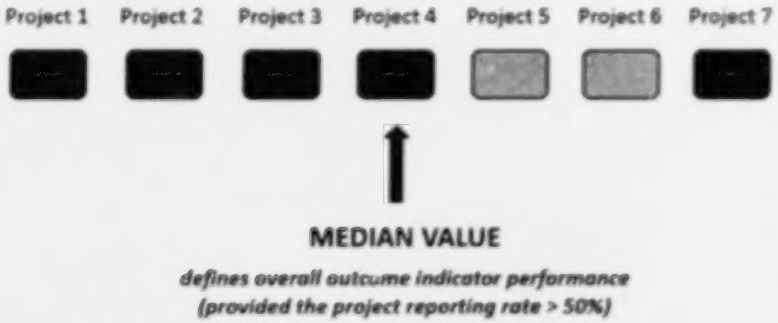
[2] For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2016 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

RATING	DESCRIPTION	REQUIREMENT
Gree	The project has achieved its target or is on track to achieving its target.	Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2016 milestone
Amber	The projects has made some progress but the target has not been met or progress is slow.	Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2016 milestone
Re	The project has made very slow progress, no progress at all or has regressed.	Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2016 milestone
Grey	Insufficient data are available to monitor project progress.	No project indicator value is reported for 2016, or baseline and target values are missing

STEP 2 - ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of project scores is calculated to determine an overall rating on WFP-wide performance.[3] If data are unavailable for more than half of projects meant to report on a given outcome indicator,[4] the overall rating is "grey" to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.

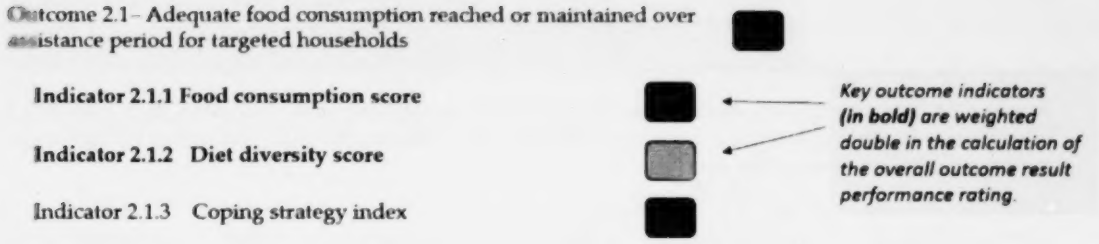


STEP 3 - ASSESSING OUTCOME PERFORMANCE AT THE CORPORATE LEVEL

The reliability and representativeness of an indicator is considered when aggregating scores to the corporate outcome level. The key outcome indicators in the 2014–2017 SRF (presented in bold in Annex II-A) are given double weight in the analysis because they are considered to bear a more direct and reliable relationship with the result statements they inform.

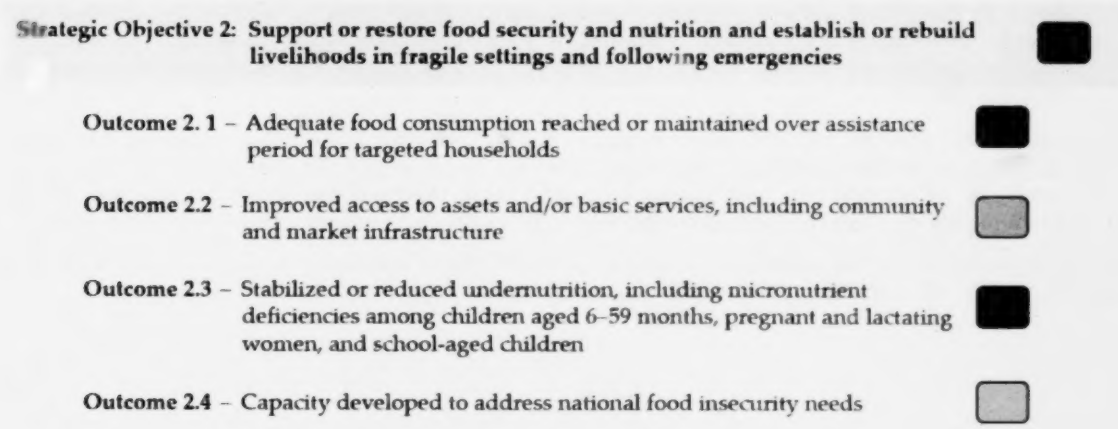
[3] Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

[4] A project is expected to report on the indicators included in its logframe.


Outcome 2.1– Adequate food consumption reached or maintained over assistance period for targeted households
Indicator 2.1.1 Food consumption score
Indicator 2.1.2 Diet diversity score
Indicator 2.1.3 Coping strategy index
Key outcome indicators (in bold) are weighted double in the calculation of the overall outcome result performance rating.

STEP 4 - ASSESSING CORPORATE PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The performance rating of the four Strategic Objectives is computed as the median of corporate outcome-level scores.


Strategic Objective 2: Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies
Outcome 2. 1 – Adequate food consumption reached or maintained over assistance period for targeted households
Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure
Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children
Outcome 2.4 – Capacity developed to address national food insecurity needs

Improvements from the Previous Assessment Methodology

In 2014, key changes were made to the methodology used to assess corporate programme performance in Annual Performance Reports. These are as follows:

1) **Clearer performance measures and thresholds.** The performance of completed projects is now assessed against the targets in their logframes. In ongoing projects, performance is measured against the annual milestones to show the likelihood of achieving the end-of-project target. In terms of accountability, assessing performance on the basis of clear measures – milestones and targets – is more rigorous than the previous approach, which involved a looser assessment of positive and negative trends.

2) **Changed performance rating system.** The previous corporate rating system was based on a purely quantitative assessment of the number of projects showing progress: "strong progress", for example, was defined as at least 65 percent of projects showing positive outcome trends. The revised system is more flexible in allowing for consideration of additional quantitative and qualitative variables – such as reporting rates and indicator representativeness – that enrich the analysis, inform the rating and provide a more nuanced assessment of performance.

3) **More attention to the results chain.** There is a closer focus on the causal connections in the WFP results chain; that is, on examining how outputs – results attributable to WFP – are contributing to shared, outcome-level results. This helps inform reflections on the strength/plausibility of the connections between results levels.

Limitations of the Reporting Methodology

Variable quality of the collected data

- A range of data sources are used to monitor WFP project performance, including data collected by others such as governments and peer international organizations. WFP therefore has limited control over the quality of some of the data.
- Even in instances where WFP is directly responsible for collecting data, the accuracy and representativeness of the data vary. WFP often works in challenging and volatile environments where access is restricted, which limits data collection, and where population movements can lead to information becoming out of date very quickly.[5]

Data coherence and comparability

- Methodological guidance notes have been issued for indicators in the 2014–2017 SRF to help ensure consistency of measurement across operations and to allow meaningful aggregation of results. However, for certain indicators, alternative calculation options such as desk-based techniques or alternate sampling techniques were permitted if project resources were inadequate for using the recommended method. This affects data comparability because alternate methods produce less reliable measurements.
- Projects that provided information on output results did not always report corresponding data at the outcome level because collecting data for outcome indicators can be more challenging. This has led to differences in the evidence base available on WFP-wide results at the output and outcome levels; therefore patterns observed in performance across the results chain must be interpreted with caution.

Given the limitations in the quality, reliability and completeness of the project-level data described above, aggregated WFP-wide results presented in Part II are estimates.

[5] The 2014 Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) study "Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action" describes other factors that pose challenges to collecting good monitoring data, which are relevant to WFP.

ANNEX II-C: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS

Procedure for assessing WFP's performance at output level

The process of rolling up results from the project to the corporate level to obtain organization-wide performance ratings is detailed below.

STEP 1 – OUTPUT INDICATOR DATA AT PROJECT LEVEL

At the project level, planned and actual data for output indicators are reported in 2016 Standard Project Reports (SPRs) for country and regional operations.[1] Data considered for aggregation and inclusion into the Annual Performance Report reflects output indicator data as per published SPRs.

STEP 2 – AGGREGATION OF OUTPUT INDICATOR DATA AT CORPORATE LEVEL

Data reported in individual Standard Project Reports is aggregated as per the outputs defined in WFP's Strategic Results Framework (SRF see Annex II.A). These are linked to specific outcomes under specific Strategic Objectives and are denominated with a letter from A to K. Each output statement is presented under the relevant outcome.

For each output, WFP has defined one or more output indicators. These can be specific *(Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support)* or generic *(e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure).*

The specific indicators are aggregated directly from the individual SPRs. For the generic indicators, WFP has configured its reporting system in such a way that they translate into a list of more specific indicators, which can be aggregated directly from the SPRs (e.g. *number of assets built restored or maintained by targeted households and communities, by type and unit of measure* translates into *Number of bridges built/rehabilitated, hectares of land improved* etc.)

For most indicators, the aggregation is a sum of results from project-level data (as reported in the SPRs). For percentage-based indicators, the aggregation is a weighted average calculated based on specific indicator methodologies.

STEP 3 – ASSESSING OUTPUT-LEVEL PERFORMANCE AT CORPORATE LEVEL

Once planned and actual values for each output indicator have been aggregated, an achievement percentage is calculated and colour-coding is applied as per below table. It includes four possible scenarios: three which rank the level of results attained, and one which acknowledges that lack of data impedes the establishment of a credible achievement claim.

RATING	REQUIREMENT
Green	Aggregated actual results fall within 10% of the aggregated planned values
Amber	Aggregated actual results are > 50% and < 90% of aggregated planned values
Red	Aggregated actual results are < 50% of aggregated planned values
Grey	Less than 5 projects have reported the output indicator analyzed

[1] This includes all categories of operations: EMOPs, PRROs, CPs, development projects and special operations.

ANNEX III-A: **KEY PERFORMANCE INDICATORS 2016 (MANAGEMENT RESULTS DIMENSIONS)**

	Target 2016	KPI 2016	KPI 2015	KPI 2014
People				
1.1 Skills: Effective staff learning and skills development				
Number of LMS completions	31 825	46 684	31 825	9 026
Number of unique users	8 799	11 630	8 799	3 936
Number of unique users who are national staff	6 787	8 656	6 787	2 633
1.2. Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability				
Gender representation: international professionals (%)[1]	42	43	42	41
Gender representation – senior staff (%)[2]	39	40	39	38
Geographic representation – senior staff (%)[3]	30	32	30	29
1.3. Organization: Appropriately planned workforce				
Retention rate	97.2	97.4	97.2	97.4
1.4. Talent: Effective talent acquisition and management (attract, recruit, deploy)				
Total number of applications excluding talent pool applications (and average applications per position)	11 231 (144)	20 677 (172)	11 231 (144)	12 463 (114)
Total number of international professional female hires (%)	54	53	54	43
Percentage of total hires from developing countries	44	54	40	36
Reassignment: Number of positions with zero applications	20	12	20	24
Reassignment: Percentage of positions filled	78	80	78	80
Reassignment: Proportion of applications to D and E duty stations (%)	28	38	28	-

[1] Measurement formula: "Total number of international professional staff that are women" divided by "total number of international professional staff", multiplied by 100.

[2] Measurement formula: "Total number of international professional senior staff (P-5 and above) that are women" divided by "total number of international professional staff (P-5 and above)", multiplied by 100.

[3] Measurement formula: "Number of senior staff (P-5 and above) that are from developing countries" divided by "total number of senior staff (P-5 and above)", multiplied by 100. Developing countries are defined in Appendix A to the General Regulations and General Rules of WFP.

ANNEX III-A: **KEY PERFORMANCE INDICATORS 2016 (MANAGEMENT RESULTS DIMENSIONS)**

	Target 2016	KPI 2016	KPI 2015	KPI 2014
Partnerships				
2.1 Strategic and operational partnerships fostered				
% of countries that have established planned collaboration agreements with relevant agencies	100	100	100	93
Value of contributions received from other non-government partners (*USD million*)	85	77.2	94	110.3
% of countries that have engaged in South–South or triangular cooperation supported by WFP [QCPR]	60	61	60	48
2.2 Partnership objectives achieved				
Proportion of cluster user survey targets achieved	100	100	100	100
WFP's partnership principles adherence score	N/A	N/A	57.59	N/A
2.3 United Nations System coherence and effectiveness improved				
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100	100	100	100
Proportion of common QCPR indicators that WFP has reported on during a reference year	100	100	89	75
2.4 Effective governance of WFP is facilitated				
% accomplishment of the approved Biennial Programme of Work of the WFP Executive Board	88	81	77.53	97
Processes and Systems				
3.1 High-quality programme design and timely approval				
% of project logframe indicators with baseline data and target set within three months of the activity start date	75	84	75	63
3.2 Cost-efficient supply chain enables timely delivery of food assistance				
Average cost per ration	0.33	0.34	0.31	0.37
% of requested food that arrived on time and of good quality[4]	100	N/A	N/A	N/A
% achievement of planned food assistance (food, cash and vouchers, and capacity development)	100	58	54	56

[4] Technical and methodological problems limited WFP's ability to collect data for all WFP's operations and it was not possible to establish baselines.

ANNEX III-A: **KEY PERFORMANCE INDICATORS 2016 (MANAGEMENT RESULTS DIMENSIONS)**

	Target 2016	KPI 2016	KPI 2015	KPI 2014
% of emergency responses to sudden-onset emergencies in which the first round of food distributions commences within three calendar days	100	100	100	0
Number of days gained thanks to utilization of advanced financing	50	53	61	52
% lead time reduction as a result of Global Commodity Management Facility (GCMF)	50	62	63	73
3.4 Conducive platform for learning, sharing and innovation				
All core divisions have functional learning and sharing platforms	N/A	N/A[5]	100	100
Programmes				
4.1 Appropriate and evidence-based programme responses				
% of project outcome indicators with a positive (or stabilized) value measure	75	68	61	69
% of outcome indicators meeting their targets for closed projects	90	55	46	47
% achievement of the 15 Gender Mainstreaming and Accountability Framework (GMAF) performance indicators for gender equality and women's empowerment	100	100	80	80
% of countries with an up-to-date disaster risk reduction strategy [QCPR]	68	79	68[6]	72
% of country offices with a functioning complaints and feedback mechanism for affected populations	79	71	65	49
4.2 Alignment with government priorities and strengthened national capacities				
% of countries where all WFP capacity development for preparedness of national and local actors is aligned with national plans	70	82	82	53
% of programme funds dedicated to strengthening national capacities [QCPR]	Baseline	N/A	N/A	N/A
4.3 Lessons learned and innovations mainstreamed				
% completion of the WFP's evaluation work plan approved by the Executive Board	100	115	119	130

[5] Qualitative assessment only during 2016.

[6] Value corrected.

ANNEX III-A: **KEY PERFORMANCE INDICATORS 2016 (MANAGEMENT RESULTS DIMENSIONS)**

	Target 2016	KPI 2016	KPI 2015	KPI 2014
4.4 Effective communication of programme results and advocacy				
% of favourable mainstream media coverage of WFP	100	96	91	89
Accountability and Funding				
5.1 Predictable, timely and flexible resources obtained				
% gross needs met	100	67	58	66
% of trust fund expenditures compared to trust fund allocation	100	76	73[7]	82
% of multilateral confirmed contributions	30[8]	6.4	8.3	8.0
5.2 Strategic, transparent and efficient allocation of resources				
% of multilateral allocations that are based on the Strategic Resources Allocation Committee (SRAC) prioritization process	100	100	100	100
5.3 Accountability frameworks utilized				
Number of internal audit recommendations outstanding	169	169	169	166
% PACE compliance rate[9]	100	89[10]	90	95
% of country offices that answered "yes" to key control-related assurances in the Assurance Statement	100	86	89	83

[7] The 2015 data value was previously calculated for corporate trust funds only, the average for all Trust Funds was 73 percent.

[8] In 2005 EB.2, WFP proposed within the document "Funding for Effectiveness" (WFP/EB.2/2005/5-B paragraph 7), a multilateral target of 30 percent ("To increase WFP's effectiveness, it is recommended that in the next biennium efforts are made to reach a target of 30 percent of contributions that are provided multilaterally, and without additional requirements, and preferably in cash"). Within the work of the Financial Framework Review it has become clear that our current definition of 'multilateral' contributions does not reflect the interpretation used when contributions are confirmed. This renders the target identified in 2005 unrealistic or at least at odds with the language and ability of WFPs donors to meet the intent. The ongoing Financial Framework Review exercise will establish a more precise and common understanding and reporting of this type of contribution. While the FFR is under way and further analysis is underway, WFP will continue to report on the amount of multilateral contributions with the understanding that the figures reflect fully un-earmarked contributions to WFP but does not include responses to IA broad-based appeals.

[9] PACE completion reported at the beginning of the year, refers to the data available at that point in time. On the following year's APR the data related to the previous year needed to be updated to reflect the total.

[10] Please note that compliance rate for 2014 and 2015 eventually reached 97 percent and 96 percent respectively and the 2016 rate is expected to be similar. These figures are among the highest for United Nations agencies and reflect the continued focus WFP is placing on performance management.

ANNEX III-A: **KEY PERFORMANCE INDICATORS 2016 (MANAGEMENT RESULTS DIMENSIONS)**

	Target 2016	KPI 2016	KPI 2015	KPI 2014
5.4 Effective management of resources demonstrated				
% post-delivery losses	2	0.48	0.36	0.35
% total unspent balance at project financial closure against total received by the projects	0	0.38	0.44	0.2
% change in CO^2 emission rate against 2008 baseline	-14	132.7	98.8[11]	-9.4

[11] The figure shown in the 2015 APR (containing 2014 data) was 93.3 percent: an external verification of WFP's footprint revised total emissions up slightly, from 166,356 tCO2e to 171,043 tCO2e, so the percentage has changed.

ANNEX III-B: **METHODOLOGY FOR ASSESSING ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULTS DIMENSIONS**

Step 1: Calculate achievement of Key Performance Indicator against its target and define the level of improvement, or "**traffic light**".

Traffic Light		
Green	Strong progress	Actual value on or with minimal deviation from target
Ambe	Some progress	Actual value with some deviation from target
	No progress	Actual value with deviation from target above acceptable range
Grey	Insuff.cient data	Value unavailable

For example: percent of countries that have established planned collaboration agreements with relevant agencies, Target = 100 and Actual = 93, Target type = Achievement.
The score is: 93/100*100 = 93
93 percent of the Target was achieved, corresponding to "**Strong progress**".
Step 2: Assign an Index value for each KPI traffic light.

Traffic Light Rating		**Index**
Green	Strong progress	3
Ambe	Some progress	2
	No progress	1

Having scored "**Strong progress**", percent of countries that have established planned collaboration agreements with relevant agencies gets an Index of 3.
Step 3: Calculate the average of KPI indices to assess the achievement of the management result.
For example: "**Strategic and operational partnerships fostered**" is measured by three KPIs:

KPI	**Index**
Value of contributions received from other non-government partners (*USD million*)	2
% of countries that have established planned collaboration agreements with relevant agencies	3
% of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP	3

The average is calculated. In above case, average = (2+3+3)/3 = 2.6

Step 4: Assign a traffic light for the management result Index value.

Index	Traffic Light
> or = 2.5	Strong progress
> or = 1.5	Some progress
< 1.5	No progress

Having scored 2.6, "**Strategic and operational partnerships fostered**" is assessed as "Strong progress".

Step 5: Repeat the same methodology from Step 2 to 4 to assess the Management Results Dimensions based on the achievements of the management result.

ANNEX II: **ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2016**

This annual report, submitted to the Executive Board at its Annual Session in 2017, was reviewed by the Ethics Panel of the United Nations, in accordance with Section 5.4 of the Secretary-General's Bulletin entitled "United Nations system-wide application of ethics: separately administered organs and programmes" (ST/SGB/2007/11, as amended), and was provided to the Executive Director pursuant to paragraph 6.2 of Executive Director's Circular ED2008/002 entitled "Establishment of the Ethics Office in WFP".

It provides a summary of the activities of the Ethics Office during the period from 1 January to 31 December 2016, and includes observations related to the work of the Ethics Office and ethics within WFP and within the greater context of the United Nations system.

I. Introduction

1. This report covers the work of the Ethics Office in each area of its mandate for the period from 1 January to 31 December 2016, and provides information about the activities of the Ethics Office in previous years and forwarded into 2017. The Ethics Office conducts its activities based on principles of confidentiality, independence and integrity.

2. The Ethics Office assists the Executive Director in nurturing a culture of ethics and accountability to enable all personnel (employed through all employment contract types and volunteers) to perform their functions in accordance with the highest standards of conduct and to come forward without fear of retaliation.

II. Background

3. The Ethics Office was established in January 2008 by Executive Director Circular 2008/002 "WFP Ethics Office" as a result of Secretary-General's Bulletin ST/SGB/2007/11 "United Nations system-wide application of ethics: separately administered organs and programmes." The overall objective of the Ethics Office is to assist the Executive Director in fostering an ethical environment whereby all WFP personnel observe and perform their functions with the highest standards of integrity as required by the Charter of the United Nations, the Standards of Conduct for the International Civil Service, 2013,[1] the WFP Code of Conduct[2] and other applicable policies and practices relevant to standards of conduct for personnel and those working in WFP's operations.

4. This report provides an overview of the activities undertaken by the Ethics Office in 2016 and statistical information, categorized in the following mandated areas of work:

   A. Advice and Guidance

   B. Annual Conflicts of Interest and Financial Disclosure Programme

   C. Protection Against Retaliation – Whistleblower Protection Policy

   D. Standard Setting and Policy Support

   E. Training, Education and Outreach

[1] International Civil Service Commission, 2013, *Standards of Conduct for the International Civil Service*.

[2] Executive Director Circular ED2016/016, *WFP Code of Conduct*.

5. This report has been prepared pursuant to Section 5.4 of ST/SGB/2007/11, which requires the ethics offices in the United Nations Secretariat and the separately administered organs and programmes to prepare annual reports for review by the Ethics Panel of the United Nations.[3] It has been reviewed by the Ethics Panel and is hereby submitted to the Board.

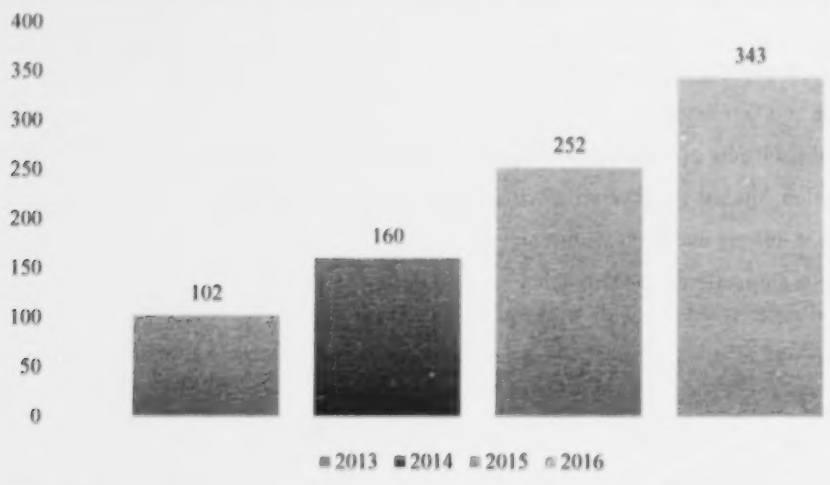
III. Activities of the WFP Ethics Office

6. Below is an overview of the activities of the Ethics Office by category: Advice and Guidance (343 separate recorded queries); Annual Conflicts of Interest and Financial Disclosure Programme (FDP) (approximately 2,400 e-mails); Protection Against Retaliation – Whistleblower Protection Policy (6 cases); Standard Setting and Policy Support (approximately 70 reviews, some with multiple documents or multiple rounds of reviews); Training, Education and Outreach (5 organization-wide awareness and communication campaigns, plus training sessions by the Director, Ethics Office and the Respectful Workplace Advisers); Ethics Panel/Ethics Network of Multilateral Organizations 11 conference calls/meetings). Twenty gifts were logged by the Ethics Office, per WFP's policy and practices on gifts, with additional gifts disclosed through Advice and Guidance. These are the numbers of activities conducted and do not reflect the time or number of people impacted.

A. Advice and Guidance

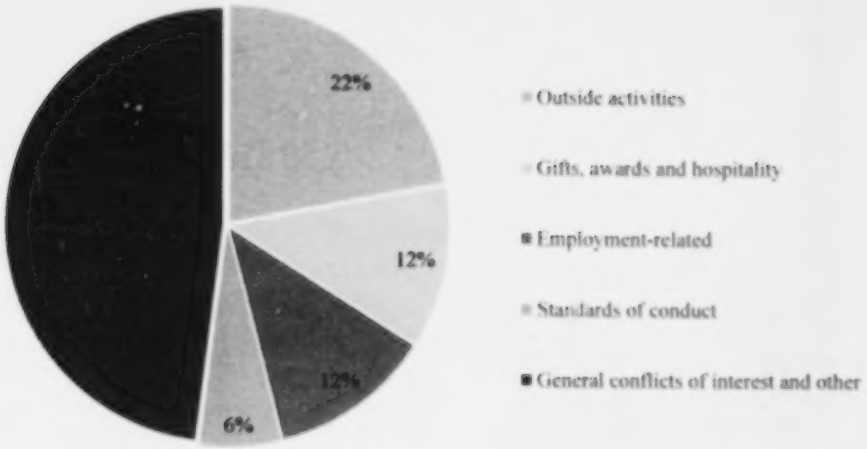
7. The Ethics Office provided advice and guidance to employees and management. It registered 343 requests for advice and guidance on issues unrelated to the Financial Disclosure Programme (FDP) and Protection Against Retaliation – Whistleblower Protection Policy (as noted in Sections B and C, respectively). This represented a 36 percent increase in requests for advice and guidance from 2015, when they totalled 252, a 114 percent increase from 2014, when they totalled 160, and a 236 percent increase from 2013, when they totalled 102. (Figure 1). Advice and guidance was also provided through ad hoc interactions. The nature of these requests (Figure 2) was advice on: outside activities (22 percent); gifts, awards, honours, hospitality and related areas (12 percent); employment and post-employment (12 percent); standards of conduct (6 percent); and general conflicts of interest and other, including actual, perceived and potential conflicts of interest, enquiries on policies and general ethics advice (48 percent). Since 2014, there has been a substantial yearly increase in the number of request for advice and guidance, which likely continues to be a result of increased visibility of the Ethics Office and the Director of the Ethics Office, and increased awareness, communications, and training throughout WFP.

Figure 1: ***Requests for advice – 2013–2016.***



[3] Previously called the United Nations Ethics Committee.

Figure 2: ***Requests for advice – categories.***

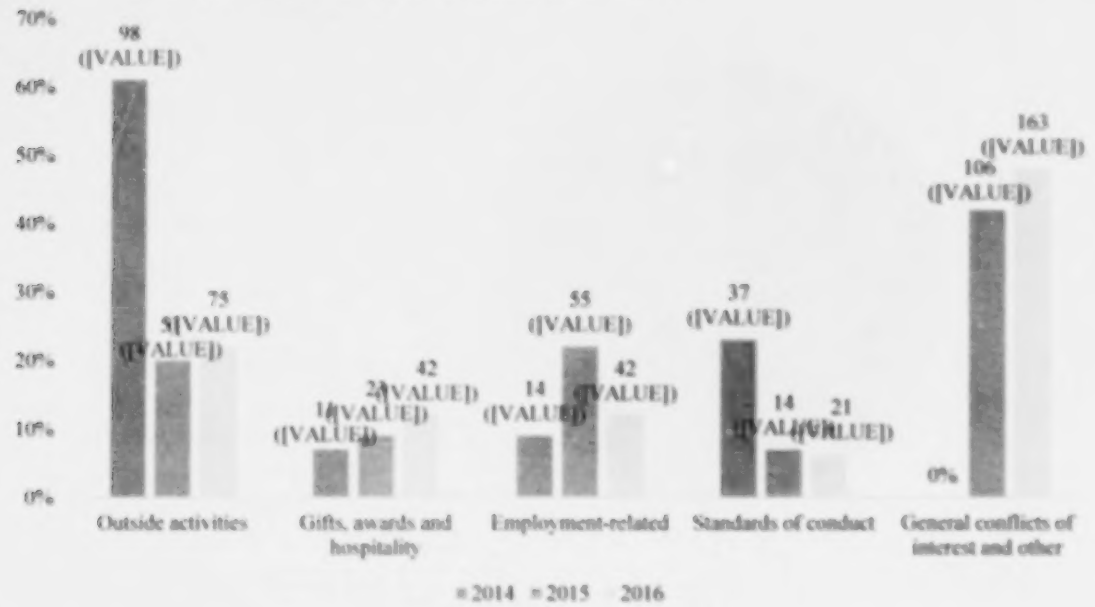


8. The comparison of 2016 to 2015 for requests for advice and guidance (Figure 3) showed an increase in the actual numbers, in all categories. Except for employment-related requests (from 22 to 12 percent, in 2015 and 2016 respectively), the percentages were fairly stable.

9. Comparing the actual numbers of 2015 to 2016 (Figure 3) showed a fairly substantial increase in gifts, awards and hospitality related requests. The actual numbers were 23 and 42, in 2015 and 2016 respectively, with the highest number of requests received in December 2016, likely the result of December as a traditional gift giving time of year, as well as the annual gift policy awareness campaign. The actual numbers of requests for reviews of outside activities reflect a marked increase from 51 to 75, in 2015 and 2016, which seems to be a direct result of the additional reviews related to outside activities (24) originating from the annual FDP exercise (as more fully described in Section B). There was also an increase of requests classified under the "General conflicts of interest and other" category, which is likely a result of the increased visibility of the Ethics Office, directly, and through education and outreach initiatives. Of note, this is the second year the Ethics Office included some matters under the "General conflicts of interest and other" category rather than the "standards of conduct" category.

10. Comparing the actual numbers of 2015 to 2016 (Figure 3) showed also a decrease in employment related requests. The actual numbers were 55 and 42, in 2015 and 2016 respectively. Towards the end of calendar year 2015, there was a noticeable influx of employment-related matters. However, toward the end of 2016, there was instead a noticeable influx of gift disclosures and consultations. The Ethics Office does not have any insights as to these differences year over year.

Figure 3: ***Requests for advice – categories, 2014, 2015 and 2016.***



11. Since 2014, the Ethics Office has noticed an increase in queries by management, likely the result of the increased visibility of the Ethics Office and the participation of the Director on the Executive Management Group. As a result, the Ethics Office started to track the source of the queries for advice and guidance more closely, creating three categories – management, individual and external. The actual numbers were 127 requests made by management, 155 by individuals, and 65 were external. The Ethics Office will continue to monitor the breakdown in order to assess trends.

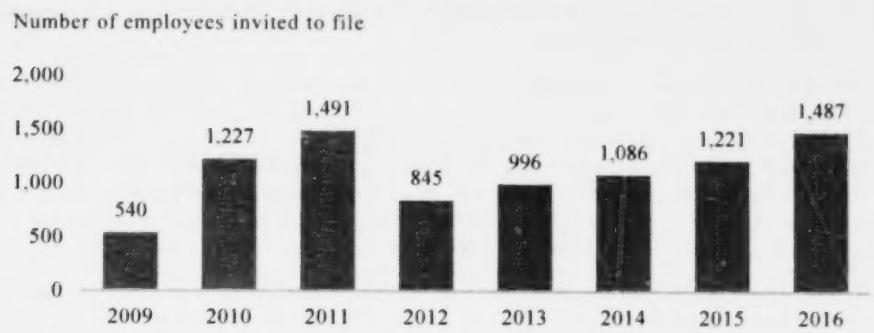
B. Annual Conflicts of Interest and Financial Disclosure Programme

12. WFP's policy on the Annual Conflicts of Interest and Financial Disclosure Programme (FDP) was adopted in April 2008[4] and first implemented in 2009. The FDP is a key component of WFP's commitment to transparency and public confidence-building; it acts as a safeguard and risk management tool for employees and the organization as a whole. The Ethics Office is mandated to administer the FDP to assist WFP in identifying and addressing personal conflicts of interest for the purpose of mitigating or eliminating conflicts of interest in the best interests of WFP. The Ethics Office also advises on institutional conflicts of interest, meaning, instances in which WFP and/or its employees may be faced with an organizational conflict of interest as part of official duties. (A detailed description on advice and guidance is provided in section A).

13. The Ethics Office implemented its eighth annual FDP exercise (2016 FDP) for the period 1 January–31 December 2015. The FDP exercise was launched on 11 April 2016 with a requested completion date of 9 May 2016. Routine extensions were accorded. A total of 1,487 employees out of a total WFP population of 15,768 were identified to participate. This represented 9.4 percent of the total WFP population and an increase of 21.7 percent over the 2015 FDP population. (Figure 4).

[4] Executive Director Circular ED2008/004, *Disclosure of Financial Interests, Outside Activities and Honours, Decorations, Favours, Gifts or Remuneration.*

Figure 4: ***Financial Disclosure Programme participation, 2009–2016***



14. Through an extensive process, with data feeds from the Human Resources Division (HRM), the Ethics Office compiled and distributed lists of eligible participants for review by management. Input from management was essential to identifying relevant participants; and management fulfilled this responsibility based on the policy criteria.

15. The policy criteria captures employees at D-1 and D-2 levels; all country directors and heads of offices/sub-offices; all oversight – audit/investigations, inspections – and investment – treasury, procurement and legal – officers, with the exception of the Employment and Administrative Law Branch; those whose occupational duties included procurement authority to release purchase orders of any type or who had regular access to confidential procurement information; and members of vendor management committees.

16. The FDP was comprised of three parts: the conflict of interest (COI) questionnaire, the eligibility questionnaire and the financial disclosure statement.

17. Of the 1,487 eligible employees, 33 were exempted, resulting in 1,454 employees completing the COI questionnaire. Out of 1,454, 222 responded "no" to every question. The COI questionnaire enquired on relationships of employees and their dependent family members with any governments, WFP vendors and partners, and required disclosure of any outside activities, receipt of gifts or awards, family relations in the United Nations, landlord/tenant relations, etc. Of the total COI questionnaires reviewed, 340 were flagged as possible conflicts of interest and were reviewed and cleared; 23 were flagged because of the information provided, reviewed and closed as no conflicts of interest. Two conflicts of interest were identified and addressed and two cases are still under review.

18. The eligibility questionnaire combined with the process of granting exemptions reduced the possible number of participants filing financial disclosures from 1,454 to 1,232. This represented a 17.2 percent reduction of the total population confirmed by management; in 2015, there was a 16 percent reduction. The Ethics Office will continue to monitor the percentages in 2017.

19. 1,232 employees completed the financial disclosure statement, which required disclosure of assets, profits, income, supplements, liabilities and other financial interests of employees and their dependent family members, and whether such interests were with WFP vendors/partners.

20. Of the total financial disclosure statements reviewed, 24 responses were flagged as possible conflicts of interest which were found not to be actual conflicts of interest. Two conflicts of interest were identified and resolved and one is still under review.

21. Of the 1,454 employees who submitted a questionnaire, 46 of them answered yes to at least one of the conflict of interest questions but were not eligible to submit a financial disclosure statement. It was determined that 36 were not required to complete the financial disclosure statement and 10 were required to complete the financial disclosure statement.

22. In implementing the 2016 FDP, the Ethics Office logged more than 2,400 e-mail messages, telephone calls and direct office visits on the FDP. The substantive review resulted in a sizeable number of additional e-mails requesting more information, and disclosures were reviewed against the WFP vendor list of more than 3,246 companies.

23. For the third time since the initial implementation of the FDP, the compliance completion rate was 100 percent. Nine reviews were carried over from 2015 to 2016. From November 2016 to March 2017, the Ethics Office sent approximately 300 e-mails in addition to the automated e-mails and outreach by focal points and management. Nevertheless, two submissions remained outstanding until March 2017 (one had missing data from the 2014 year but was not required to file a financial disclosure in 2015, and the other one had missing data for both years). Overall, however, the response rate was about the same as in 2015 and overall substantially more timely than in 2014.

24. In 2014, the Ethics Office noted that the number of submissions with no financial information reported more than doubled – from 50 in 2013 to 105 in 2014. Thus, the Ethics Office monitored this statistic for the 2015 FDP and again for the 2016 FDP. To ensure these submissions were not the result of human or technological errors, the Ethics Office so ght confirmation directly from the participants. The result was 191 (15 percent of the total) submissions with no financial transactions reported, as compared to 139 (14 percent) in the previous year. The Ethics Office will continue to monitor this category in 2017.

25. The Ethics Office continued to work on the creation of a revised database for the FDP, and on a revised version of the Executive Director Circular associated with the FDP.

C. Protection Against Retaliation – Whistleblower Protection Policy

26. It is the duty of all personnel to report any breach of WFP's regulations and rules to those with responsibility to take appropriate action, and to cooperate with WFP's oversight functions. The primary objective of the Whistleblower Protection Policy is to ensure that personnel can report misconduct and cooperate with audits and investigations without being subject to retaliation.[5] The Ethics Office administers the Whistleblower Protection Policy, and determines whether there has been a *prima facie* case of retaliation, and if substantiated, the matter is then referred to the Office of Inspections and Investigations (OIGI) for investigation.

27. The Ethics Office worked on five cases of protection against retaliation. Two continued from 2015, and there were three new submissions. One *prima facie* case of retaliation was established and protection measures were implemented. Of the three new cases submitted, two additional *prima facie* cases of retaliation were established. One case was unsubstantiated by the investigation though, for avoidance of doubt, the Head of Office instituted protection measures during the *prima facie* review and in advance of the investigation. One case was substantiated and is under investigation. One case is still under review by the Ethics Office. The number of cases initiated in 2016 were the same as 2015 and required a large amount of time.

28. The Ethics Office continued to enhance understanding of the scope of the policy within WFP through training sessions and in anticipation of updating WFP's Whistleblower Protection Policy reflecting applicable practices and harmonization with the United Nations system through its coordination with the Ethics Panel of the United Nations (as more fully described in Section IV).

D. Standard Setting and Policy Support

29. Fostering an organizational culture of ethics, transparency and accountability requires frequent and consistent advocacy. Toward this end, the Ethics Office provided guidance to management on the incorporation of ethical standards in organizational practices and processes.

30. The Ethics Office provided input on approximately 70 policies in various forms – circulars, policies, guidance and other administrative issuances and documentation – and on a range of topics, such as anti-fraud and anti-corruption, personal data protection and privacy, Performance and Competency

[5] Executive Director Circular ED2008/003, *Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits and investigation (WFP "Whistleblower" Protection Policy).*

Enhancement (PACE) and underperformance, climate change and the environment. In addition to the policy/standards consultations, the Ethics Office was consulted on a wider range of topics by several divisions and departments. In 2015, the Ethics Office provided input on approximately 50 policies, while in 2014 the Ethics Office reported a total of 19 policies reviewed.

31. The Ethics Officer provided input to the WFP Strategic Plan (2017–2021) resulting in an updated Annex on fundamental values, standards, and principles, including WFP humanitarian principles, ethics and standards of conduct, social sustainability and accountability to affected populations.

32. In addition, the Ethics Officer continued to actively participate on matters related to gender, protection against sexual exploitation and abuse, protection, diversity and inclusion.

E. Training, Education and Outreach

33. The Ethics Office continued to concentrate on awareness, communication and training initiatives to help personnel to understand their responsibilities working for WFP and to promote a strong ethical and "speak up" culture.

34. In accordance with the recommendations received from the internal justice system review in 2014, the Ethics Office developed and launched a mandatory on-line training on ethics and standards of conduct. The e-learning was designed to reinforce a common understanding of WFP's expectations of conduct and ensure ethical considerations underpin decisions and behaviour. The roll-out was endorsed by the Executive Director who sent a direct all staff e-mail worldwide mid-December. As of 31 December, 1,123 employees completed the course comprising seven percent of the total population of 15,768. The e-learning was rolled out in English; versions in Arabic, French and Spanish are slated to be rolled out in 2017. The Ethics Office is working on two additional modules of the e-learning, slated to be finalized and released in Arabic, English, French and Spanish, in 2017 and 2018, respectively. Module two covers staff responsibilities at WFP, including conflicts of interest, confidentiality and discretion, respectful treatment of colleagues, and stewardship of WFP assets and IT resources. Module three addresses misconduct at WFP, including reporting and protection against retaliation, and introduces an ethical decision-making model to help staff think through ethical dilemmas.

35. Nine training sessions on ethics and standards of conduct were held by the Ethics Officer and two other professionals, reaching approximately 350 employees. Of the nine training sessions, the Ethics Officer conducted six training sessions at Headquarters, including a visit of a High-Level Delegation from China and an Induction Session for new Executive Board members. Three training sessions were held in country offices.

36. In collaboration with Human Resources, Security, Resource Management, the Executive Board Secretariat Division, and the Office of the Ombudsman and Mediation Services, the Ethics Office created a Headquarters Induction to address observations in conduct at Headquarters. The roll-out is planned for 2017.

37. The Ethics Office led a collaborative effort to revise the informational booklet entitled: "Addressing Work-related Grievances in WFP – Where to Go for Help". The revised version was drafted to replace the booklet entitled: "Resolving Workplace Concerns", revised as a consequence of input received and to reflect the current resources available to employees. Human Resources is responsible for finalizing the booklet, in consultation with the Office of the Ombudsman and Mediation Services, and the Office of the Executive Director.

38. Respectful Workplace Advisers (RWAs) are staff members, nominated by their colleagues and voluntarily trained to perform some of the functions of the Office of the Ombudsman and Mediation Services at the field level. Since 2012, RWAs have been designated as "Ethics Ambassadors". In this capacity, RWAs assist the Ethics Office and WFP in raising awareness on ethics and standards of conduct.

39. In collaboration with the Office of the Ombudsman and Mediation Services, one basic and two advanced training sessions were organized for RWAs at Headquarters. More than 30 country

offices were represented with a total of 69 RWAs participating in the basic (18) and two advanced training sessions (51), respectively. The Ethics Office trained participating RWAs on their role and expectations as "Ethics Ambassadors". The Ethics Office also arranged for RWAs to receive informative sessions by other divisions of relevance to help RWAs fulfil their role as "Ethics Ambassadors" and as RWAs, generally; for example, the Office of Inspections and Investigations, Legal, and Human Resources, all of which are part of the Internal Justice System of WFP. Further, the advanced RWAs learned how to deliver training on ethics foundational principles, including the WFP Code of Conduct. The materials were provided for use by the RWAs in English, French, Spanish and Arabic.

40. The Ethics Office trained 52 of the total 110 RWAs through "train the trainer" sessions on anti-fraud and anti-corruption (AFAC) through a workshop as part of the RWA advanced training and several conference calls. As a result, the RWAs conducted several training sessions in and for eight country offices and sub-offices, training directly 302 employees with another more than 400 receiving AFAC training materials electronically. Materials were prepared and provided by the Ethics Office for use by the RWAs in country in English, French, Spanish and Arabic.

41. The Ethics Office covered AFAC through other awareness and training sessions and an organization-wide awareness campaign. (A detailed description of the awareness campaign is provided in paragraph 42).

42. The Ethics Office conducted awareness and communication campaigns reaching all employees. For example, the Ethics Office co-led collaboratively the three part awareness campaign against sexual violence, sexual harassment, and protection from sexual exploitation and abuse at the express request of the Executive Director. For each of the three campaigns, the Executive Director sent an all staff e-mail and e-mails to regional directors and country directors accompanied by posters and other material, translated into Arabic, French and Spanish. The Executive Director sent a closing email wherein she explained: "These communications were planned, not because I think we have serious problems in this area, but because it is imperative every one of us in every operation, in every location, understands that even one case of such behaviour is one case too many". As of 31 December, 9,927 employees completed the mandatory e-learning on "Prevention of fraud, corruption and sexual exploitation and abuse at WFP", comprising 64 percent of the total population.

43. In November, on the occasion of the United Nations "16 Days of Activism Against Gender-Based Violence" campaign organized by the Gender Office, the Ethics Office was invited to send an all staff e-mail to recall WFP's zero tolerance stance for any act of sexual exploitation and abuse against the people we serve and for any act of sexual violence against colleagues and sexual harassment in our work environment. (A detailed description of the awareness campaign is provided in paragraph 42).

44. In December, the Ethics Officer spearheaded an awareness campaign to mark International Anti-Corruption Day. As in 2015, the Ethics Office sent an all staff e-mail worldwide – translated into French, Spanish and Arabic, as well as more than 150 e-mails to regional directors and country directors with sample communications – translated into French, Spanish and Arabic, to facilitate them in representing "tone from the top" on AFAC.

45. The Ethics Office expanded the e-mail based dialogue on ethical leadership to include chiefs, in addition to all managers at levels D-1 and above. The purpose of the dialogue was to promote ethical considerations and create an open communication on ethical topics. The Ethics Office expects to continue the dialogue in 2017 and support leadership in spearheading ethical "tone from the top".

46. The Executive Director sent an annual ethics message to all employees, accompanied by a user-friendly abbreviated version of the 2015 Ethics Office annual report. This practice started in 2015.

47. In December, the Ethics Office again organized an internal auction of gifts received or otherwise not refused for courtesy and practical reasons, duly reported and turned over to the Ethics Office throughout the year, per WFP's policy and practice on gifts. The infrastructure established in 2014, when the auction was resurrected, enabled efficient implementation of the Headquarters on-site auction. The Ethics Office again was able to conduct an online version, launched in 2016 to all personnel worldwide. Both auctions were well received and considered successful tools for raising

awareness on WFP policies and practices with respect to gifts. The proceeds from the auctions were donated to WFP operations in Haiti.

IV. Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations; Rome-based Agencies

48. The Ethics Panel was instituted in 2007 [6] and it is mandated to establish a unified set of ethical standards and policies for the United Nations Secretariat and the separately administered organs and programmes, and for consultation on matters with United Nations system-wide implications.

49. The Ethics Panel is comprised of the heads of the ethics offices of separately administered organs and programmes of the United Nations: the Ethics Office of the United Nations Secretariat (chair), the United Nations Development Programme, the United Nations Children's Fund, the United Nations Population Fund, the United Nations Office for Project Services, WFP, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees.[7]

50. Within the United Nations system, the Ethics Panel continued to serve the essential function to promote a coherent and harmonized application of ethical standards. The Ethics Office participated in all 11 standard conference calls/meetings, and was otherwise involved in deliberations on issues of common interest, including the state of the respective financial disclosure programmes, outside activities, conflicts of interest, policies and practices for protection against retaliation, activities as related to protection against sexual exploitation and abuse, and real-time interactions on other ethical considerations. The Ethics Officer also provided input on Joint Inspection Unit (JIU) reviews.

51. The work of the Ethics Panel is reflected in the Report of the Secretary-General to the 71st Session of the General Assembly "Activities of the Ethics Office".[8]

52. In support of the Secretary-General's promotion of system-wide collaboration on ethics-related issues within the United Nations extended network, an Ethics Network for Multilateral Organizations (Ethics Network) was established in 2010 within the framework of the Chief Executives Board for Coordination; it is now administered independently. Members of the Ethics Network include ethics officers and related professionals from the United Nations Secretariat, United Nations funds, programmes and specialized agencies and international financial institutions, including the World Bank, the International Monetary Fund and other multilateral entities. In July 2016, the WFP Ethics Officer participated in the annual meeting of the Ethics Network and presented with the United Nations Ethics Officer on "Resourcing Ethics Offices: General Approach to Performance Budgeting".

53. The ethics officers of the three Rome-based agencies coordinate periodically, sharing best practices.

V. Observations and Conclusions

54. Since 2014, while maintaining all areas of the mandate, the Ethics Office has been focusing on administration and infrastructure. This enabled the Ethics Office to start developing, and in 2016 documenting, standard operating procedures in order to operate efficiently and with consistency—also, delegating projects and establishing tracking mechanisms for metrics and enhanced reporting. The tracking mechanisms have enabled the Ethics Office to verify there has been a marked increase in workload over the last three years, which is viewed as a positive outcome of the activities of the Ethics Office and the relationships cultivated by it service-oriented, practical approach and attitude.

55. Through this substantial increase, as the Ethics Office continued to be staffed by two staff members (D-1 and G-6) and otherwise by transient consultants and interns, it was infeasible to delegate certain projects, especially projects by request of senior management; as a consequence, certain projects took

[6] The Ethics Panel was originally known as the United Nations Ethics Committee and renamed in April 2013.

[7] ED Circular 2008/002; ST/SGB/2007/11, *Participation in the Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations*.

[8] A/71/334.

more time than they should have while others did not advance at all. The Ethics Office has been authorized, and has initiated, the recruitment of a staff member at the P-4 level with commensurate ethics and compliance skills and knowledge.

56. While advice and guidance are regularly responsive in nature, preventive advice and proactive ethical considerations in operational and strategic decision-making enable an organization and its personnel to avoid misconduct and mishaps. During its initial years, the Ethics Office focused largely on advice and guidance as related to individual integrity risks, with limited involvement on institutional integrity risks. Since 2014, the Ethics Office has been proactive on outreach to management and management has been proactively seeking advice from the Ethics Office. While the volume and staffing affected the timeliness of responses to requests for advice and guidance and, especially requests as a result of training sessions by the RWAs due to the general nature of the queries, and from management, as such requests tended to be more complex, advice and guidance requests were welcome and advice and guidance provided thoughtfully and methodically.

57. Providing input to standards and policies, as well as guidance/practices/processes – in other words, operationalizing ethics and compliance, are also activities which are preventive in nature. The Ethics Office provided input on a substantial number of policies and standards, practical guidance and practices; however, due to the volume and staffing, many policies and standards were not reviewed or not reviewed by the deadlines.

58. Because of the level of confidentiality and analysis warranted in the review of requests for Whistleblower protection, the Director of the Ethics Office solely administers the Whistleblower Protection Policy. The *prima facie* reviews were time-consuming and lengthy, due to the complexity and voluminous investigations documentation. Due to confidentiality and other considerations, protection measures were also time-consuming.

59. The Ethics Office continued to spend a considerable amount of time working on an updated application for the FDP, along with the Information Technology and Communications Division at Headquarters, as well, on a revised policy. The Ethics Office expects the updated FDP application to be rolled-out in 2017 under the existing policy with a revised policy implemented later in 2017 for the 2018 FDP.

60. In the 2015 annual report, the Ethics Office noted its commitment to developing an overall strategy plan to be implemented in alignment with and in furtherance of the WFP Strategic Plan (2017–2021). In 2016, the Ethics Office procured a highly respected consultant to assist for an Ethics Office strategic plan to be created in 2017. An Ethics Office strategy plan, created in consultation with management, is expected in 2017.

61. The Ethics Office considers education and outreach in various forms and through all offices, including (or especially) sub-offices to be critical for WFP employees (and WFP partners) to understand the values, standards and principles of WFP and to understand how to live them and, therefore, spent a considerable amount of time and resources in this area. Despite this concentration of time and effort by the Ethics Office staff, it was still unable to meet the demand: thus, requests for education and outreach, including as related to Protection from Sexual Exploitation and Abuse (PSEA), were deferred or otherwise remain yet unfulfilled.

62. While the Ethics Office observed a positive attitude to embrace a strong ethical culture based on the standards, principles and values of WFP/United Nations, particularly from live presentations and other training sessions conducted by the Ethics Office; however institutionally the Ethics Office observed some apparent erosion of the setting and understanding of the expectations of conduct by and in WFP. For example, ethics/standards of conduct have been eliminated from the measures in the WFP performance tool, known as PACE, and from vacancy announcements. WFP should re-emphasize fundamental values, principles and standards in our governance framework and rigour in application.

63. The Ethics Office coordinated with other divisions on WFP work on PSEA and co-led a three part awareness and communication campaign to raise awareness on and reinforce WFP's zero tolerance for any acts of sexual exploitation and sexual abuse, sexual harassment, and sexual violence. The campaign was organized at the express request of the Executive Director. While WFP continued to

advance its work on PSEA, WFP would benefit from having a functional leader with dedicated resources.

64. In the 2015 annual report, the Ethics Office outlined the results of the Global Staff Survey related to the perceptions of WFP employees on ethics and standards of conduct. The questions in these areas were designed to measure the levels of fear of retaliation, trust in WFP, and perceptions about the ethical commitment of WFP and ethical behaviour of management and leadership. While there were improvements from 2012, the results as related to ethics and standards of conduct were below global norms where these exist, including with respect to fear of retaliation and trust in WFP, as well as perceptions about the ethical commitment of WFP, its leadership and management. Generally, such perceptions impact the comfort level of employees coming forward and in speaking up without fear of retaliation. As such, measures to address the results should be taken by management.

65. As part of fostering United Nations coherence, the Ethics Office participated in open dialogues with members of the Ethics Panel of the United Nations; however, the interaction with Ethics Offices of other Rome-based Agencies has not developed similarly, probably due to the different mandates of the ethics offices.

ANNEX I: **WFP EMPLOYEES[1] AS AT 31.12.2016**

Category	Total	No. of women	% women
Higher categories (D-2 and above)	54	15	28
International professionals (P-1 to D-1)	1 364	587	43
Junior professional officers	50	26	52
Short-term international professionals and consultants	1 590	714	45
Total internationally recruited	**3 058**	**1 342**	**44**
National professional officers	929	336	36
General service	3 469	1 220	35
Service contracts	6 072	1 560	26
Short-term General service and Special Service Agreements	1 761	577	33
Total locally recruited	**12 231**	**3 693**	**30**
TOTAL WFP EMPLOYEES	**15 289**	**5 035**	**33**

[1] Excludes temporary contracts such as interns, author's contract, fellowship, United Nations and WFP volunteers and casual labourers.

[2] Data extracted on 14.01.2017 from WINGS II.

ANNEX VI: **WFP FOOD PROCUREMENT IN 2016**

	Quantities *(mt)*	% of total	USD million	% of total
Developing countries				
Least developed	737 392	28	288.8	21
Other low-income[1]	17 403	1	6.4	1
Lower middle-income[2]	572 740	22	312.7	23
Upper middle-income[3]	692 996	26	372.1	27
Subtotal	2 020 530	77	980.1	72
Developed countries				
Subtotal	614 006	23	381.1	28
TOTAL	2 634 536	100	1 361.2	100

No.	COUNTRY	mt	USD
Developing countries			
1	AFGHANISTAN	66 176	25 086 818
2	ALGERIA	21 274	7 234 293
3	ANTIGUA/BARBUDA	90	34 110
4	ARGENTINA	3 078	1 604 540
5	BANGLADESH	1 277	1 317 982
6	BENIN	876	361 007
7	BOLIVIA (PLURINATIONAL STATE OF)	614	489 108
8	BRAZIL	4 539	3 500 528
9	BURKINA FASO	1 258	752 629
10	BURUNDI	4 492	2 179 959
11	CAMBODIA	5	2 474
12	CAMEROON	12 053	5 405 191
13	CENTRAL AFRICAN REPUBLIC	212	90 835
14	CHAD	13 109	4 203 079
15	CHINA	1 088	1 038 613
16	COLOMBIA	53	129 574
17	CÔTE D'IVOIRE	1 648	1 037 188
18	DEMOCRATIC REPUBLIC OF THE CONGO	19 944	12 143 574
19	EGYPT	28 642	21 157 869
20	ETHIOPIA	76 418	26 640 546
21	GAMBIA	122	91 614

[1] LIC: other low-income countries (per capita GNI < $1,045 in 2013).

[2] LMIC: lower middle-income countries (per capita GNI $1,046 - 4,125 in 2013).

[3] UMIC: upper middle-income countries (per capita GNI $4,126 - 12,745 in 2013).

ANNEX VI: **WFP FOOD PROCUREMENT IN 2016**

No.	COUNTRY	mt	USD
22	GHANA	753	548 246
23	GUATEMALA	469	196 729
24	GUINEA	1 594	1 038 309
25	HAITI	12 321	7 272 529
26	HONDURAS	10 107	7 853 284
27	INDIA	142 982	62 752 672
28	INDONESIA	65 070	49 435 039
29	IRAN (ISLAMIC REPUBLIC OF)	3 480	1 888 194
30	IRAQ	3 770	5 970 499
31	JORDAN	40 041	37 686 780
32	KAZAKHSTAN	14 750	11 647 383
33	KENYA	17 271	6 349 830
34	KYRGYZSTAN	22 024	15 936 395
35	LEBANON	2 617	1 962 816
36	LIBERIA	2 120	1 356 354
37	MADAGASCAR	10 092	4 719 747
38	MALAWI	48 708	28 450 914
39	MALAYSIA	60	74 912
40	MALI	11 700	4 198 787
41	MAURITANIA	48	5 318
42	MEXICO	117 194	39 759 265
43	MOROCCO	21 723	11 410 825
44	MOZAMBIQUE	27 860	13 213 429
45	MYANMAR	27 228	9 761 785
46	NAMIBIA	458	38 420
47	NEPAL	2 766	1 164 549
48	NICARAGUA	1 755	1 484 914
49	NIGER	33 970	13 201 487
50	NIGERIA	33 078	35 304 447
51	PAKISTAN	72 527	34 640 262
52	PARAGUAY	84	116 952
53	RWANDA	25 435	10 972 081
54	SENEGAL	793	276 046
55	SIERRA LEONE	465	283 149

ANNEX VI **WFP FOOD PROCUREMENT IN 2016**

No.	COUNTRY	mt	USD
56	SOMALIA	4 000	1 750 800
57	SOUTH AFRICA	67 194	32 530 839
58	SOUTH SUDAN	70	35 000
59	SRI LANKA	20	7 428
60	STATE OF PALESTINE	22 752	8 019 287
61	SUDAN	67 800	18 975 982
62	SYRIAN ARAB REPUBLIC	8 802	6 479 380
63	TAJIKISTAN	132	15 542
64	THAILAND	6 780	3 588 891
65	TIMOR-LESTE	412	546 509
66	TURKEY	405 956	223 111 804
67	UGANDA	126 230	47 747 228
68	UKRAINE	119 949	46 396 142
69	UNITED REPUBLIC OF TANZANIA	29 089	9 884 062
70	URUGUAY	575	315 119
71	VIET NAM	7 688	4 063 715
72	YEMEN	20 437	11 319 515
73	ZAMBIA	92 368	29 796 199
Subtotal (77% in value terms)		2 020 530	980 057 320

ANNEX VI: **WFP FOOD PROCUREMENT IN 2016**

No.	COUNTRY	mt	USD
Developed countries			
1	AUSTRALIA	1 394	504 121
2	BELGIUM	67 924	58 129 236
3	BULGARIA	50 002	9 113 730
4	CANADA	20 822	16 947 763
5	DENMARK	10	273 334
6	EUROPEAN UNION	502	515 034
7	FRANCE	45 558	78 249 634
8	GERMANY	10	289 689
9	IRELAND	516	399 815
10	ITALY	115 401	76 332 517
11	JAPAN	9 163	10 161 713
12	NETHERLANDS	19 152	10 037 046
13	OMAN	1 078	984 410
14	PORTUGAL	4 000	3 097 864
15	ROMANIA	173 100	31 417 101
16	RUSSIAN FEDERATION	84 398	59 901 788
17	SWITZERLAND	3 211	9 478 943
18	UNITED KINGDOM	504	260 688
19	UNITED STATES OF AMERICA	10 362	11 559 979
20	UNITED ARAB EMIRATES	6 900	3 438 880
Subtotal (23% in value terms)		614 006	381 093 284
TOTAL		2 634 536	1 361 150 604

ANNEX VII: **TOTAL CONFIRMED CONTRIBUTIONS IN 2016 (*USD thousand*)**

	TOTAL	Multilateral			Directed Multilateral			
DONOR		TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
AFRICAN DEVELOPMENT BANK	1 000				1 000			
ALGERIA	10					10		
ANDORRA	61			45	16			
ARMENIA	100							100
AUSTRALIA	83 291	27 840		5 960	18 146	20 321		11 023
AUSTRIA	6 584				954	5 630		
AZERBAIJAN	18					18		
BANGLADESH	3 745			3 745				
BELGIUM	33 917	5 417	5 417		6 891	12 233	6 658	2 717
BHUTAN	3	3						
BOLIVIA (PLURINATIONAL STATE OF)	323	323						
BOSNIA AND HERZEGOVINA	3	3						
BRAZIL	600					600		0
BULGARIA	111				111			
BURUNDI	1 661			1 661				
CAMBODIA	1 227			1 227				
CANADA	211 005	23 506	4 494	18 128	39 001	104 253	11 236	14 881
CHILE	20	20						
CHINA	20 059	1 709	500			13 500		4 850
COLOMBIA	765							765
CYPRUS	4	4						
CZECHIA	121	121						
DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	133	133						
DENMARK	46 412	30 792	7 331		10 942	2 997	1 682	0
ECUADOR	5	5						
EGYPT	1 388	184		198		1 006		
EL SALVADOR	1 600	100				1 400		100
ESTONIA	241				82	159		
ETHIOPIA	1 491					1 491		
EUROPEAN COMMISSION	894 673			29 541	242 331	595 563	22 733	4 505
FINLAND	33 328	10 944			13 454	8 930		
FRANCE	32 072	162	113	0	15 996	12 822		3 092
GERMANY	884 566	27 839	2 265	3 601	682 941	127 168	24 540	18 477
GUATEMALA	149	149						
HAITI	1 311			1 311				

ANNEX VII: **TOTAL CONFIRMED CONTRIBUTIONS IN 2016 (*USD thousand*)**

	TOTAL	Multilateral			Directed Multilateral			
DONOR		TOTAL	IRA*	DEV	EMOP	PBRO	SO**	OTHERS***
HONDURAS	25 035	5						25 030
HUNGARY	10	10						
ICELAND	656	44		211	400			
INDIA	2 005	45				1 000		960
INDONESIA	516							516
INTERNATIONAL COMMITTEE OF THE RED CROSS	0				0			
IRELAND	22 384	10 929	1 923	1 151	561	7 939		1 805
ISRAEL	20	20						
ITALY	23 049	12 622		47	2 880	3 246	439	3 815
JAPAN	207 127	3 359		27 354	67 355	100 051	6 100	2 907
KAZAKHSTAN	10							10
KENYA	581					581		
KUWAIT	9 000				3 000	6 000		
LESOTHO	8 803							8 803
LIBERIA	2 232			2 232				
LIECHTENSTEIN	350	99	99	102		149		
LITHUANIA	45				11	22	11	
LUXEMBOURG	9 151	1 927	567	1 327	2 975	1 016	113	1 793
MADAGASCAR	2 993			2 295		698		
MALAWI	112 103			4 800		107 303		
MALAYSIA	1 000							1 000
MEXICO	2 000				2 000			
MONACO	303			136		167		
NEPAL	593			439	154			
NETHERLANDS	66 840	40 816		4 140	12 057	4 459	3 640	1 728
NEW ZEALAND	4 008	4 008						
NICARAGUA	1 327	20		1 307				
NIGER	2 286					2 286		
NORWAY	68 574	28 115			25 772	13 263	1 190	234
OPEC FUND FOR INTERNATIONAL DEVELOPMENT (OFID)	100				0	100		
PAKISTAN	55 614					55 614		
PANAMA	416	136						280
PERU	656	656						
POLAND	1 197					1 197		
PORTUGAL	10	10						

ANNEX VII: **TOTAL CONFIRMED CONTRIBUTIONS IN 2016 (*USD thousand*)**

	TOTAL	Multilateral		Directed Multilateral				
DONOR		TOTAL	IRA*	DEV	EMOP	PRRO	SO**	OTHERS***
PRIVATE DONORS	73 362	6 927		21 136	10 645	12 633	990	21 033
QATAR	533				275	258		
REPUBLIC OF KOREA	39 398			10 400	2 950	18 690		7 358
ROMANIA	113					113		
RUSSIAN FEDERATION	37 000			20 509	5 500	10 500		491
SAUDI ARABIA	35 725	52	52	3 329	10 333	22 011		0
SIERRA LEONE	3 138			0		3 138		
SLOVAKIA	340				340			
SLOVENIA	118				33	85		
SPAIN	5 298				1 656	3 311	331	
SRI LANKA	785	8		776				
SWAZILAND	514			401				113
SWEDEN	121 719	79 190	4 000	3 484	4 147	24 231	9 203	1 464
SWITZERLAND	67 341	6 960	6 518	1 278	13 174	39 127	5 419	1 382
THAILAND	107	92		15				
UGANDA	1 083							1 083
UN CERF	122 092			3 006	37 866	77 590	3 631	0
UNITED ARAB EMIRATES	6 097				6 083	14		
UNITED KINGDOM	355 982	50 915		2 919	122 759	147 247	26 516	5 626
UN OTHER FUNDS AND AGENCIES (EXCLUDING CERF)	129 118			18 754	13 443	52 909	19 002	25 011
UNITED STATES OF AMERICA	2 030 560	4 000	4 000	98 348	774 192	1 026 712	103 216	24 091
WORLD BANK	6 365					65		6 300
ZAMBIA	681			681				
ZIMBABWE	3 195					3 195		
GRAND TOTAL	**5 933 659**	**380 222**	**37 280**	**295 993**	**2 152 427**	**2 655 024**	**246 649**	**203 344**
Bilateral Contributions								**1 289**

* **IRA: Immediate Response Account.**

** **SO: special operation.**

*** **Others: contributions to trust funds, special accounts, and General Fund.**

**** **Private contributions do not include extraordinary gifts-in-kind such as advertising.**

ANNEX VIII-A: **DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2013–2016**

	2013		2014		2015		2016	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
Grand total	**4 159 300**	**100**	**4 717 572**	**100**	**4 633 491**	**100**	**5 082 229**	**100**
Development	375 815	9	345 626	7	300 313	6	303 009	6
Relief	3 350 780	81	3 843 912	81	3 690 914	80	4 173 813	82
Emergency	1 548 678		2 161 765		1 772 776		2 068 953	
PRRO	1 802 102		1 682 146		1 918 138		2 104 859	
Special operations	204 558	5	313 323	7	400 705	9	335 635	7
Bilaterals, trust funds and others[2]	228 148	5	214 712	5	241 559	5	269 774	5
Sub-Saharan Africa	**2 406 124**	**100**	**2 514 811**	**100**	**2 500 463**	**100**	**2 673 801**	**100**
Percentage of all regions	58		53		54		53	
Development	235 005	10	218 503	9	167 159	7	158 743	6
Relief	1 950 482	81	1 976 777	79	1 946 924	78	2 187 223	82
Emergency	687 030		828 769		677 864		538 328	
PRRO	1 263 452		1 148 008		1 269 060		1 648 895	
Special operations	166 867	7	266 360	11	327 174	13	239 375	9
Bilaterals and trust funds	53 769		53 172	2	59 207	2	88 460	3

ANNEX VIII-A: **DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2013–2016**

	2013		2014		2015		2016	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
Asia and the Pacific	**555 611**	**100**	**524 043**	**100**	**558 020**	**100**	**446 621**	**100**
Percentage of all regions	13		11		12		9	
Development	83 589	15	66 179	13	64 775	12	70 179	16
Relief	434 038	78	406 929	78	420 932	75	325 162	73
Emergency	27 989		36 841		34 113		24 702	
PRRO	406 049		370 087		386 819		300 461	
Special operations	23 491	4	29 438	6	45 546	8	20 505	5
Bilaterals and trust funds	14 494	3	21 497	4	26 767	5	30 775	7
Eastern Europe, Southern Europe and Commonwealth of Independent States (CIS)	**22 328**	**100**	**21 153**	**100**	**50 788**	**100**	**44 887**	**100**
Percentage of all regions	1		0		1		1	
Development	14 615	65	13 366	63	22 010	43	20 255	45
Relief	7 358	33	7 022	33	26 537	52	22 915	51
Emergency	87		2 632		25 567		22 780	
PRRO	7 272		4 389		970		136	
Special operations		0		0	1 382	3	1 274	3
Bilaterals and trust funds	354	2	766	4	858	2	442	1

ANNEX VIII-A: **DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2013–2016**

	2013		2014		2015		2016	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
Latin America and the Caribbean	**136 067**	**100**	**131 286**	**100**	**115 144**	**100**	**166 045**	**100**
Percentage of all regions	3		3		2		3	
Development	28 224	21	27 147	21	24 443	21	28 924	17
Relief	59 279	44	57 665	44	57 793	50	99 125	60
Emergency	3 484		6 162		1 387		29 074	
PRRO	55 796		51 503		56 407		70 050	
Special operations	3 285	2		0	0	0	5 836	4
Bilaterals and trust funds	45 280	33	46 475	35	32 908	29	32 160	19
Middle East and North Africa	**937 839**	**100**	**1 431 362**	**100**	**1 296 865**	**100**	**1 636 293**	**100**
Percentage of all regions	23		30		28		32	
Development	14 260	2	20 247	1	21 927	2	24 906	2
Relief	896 750	96	1 392 508	97	1 238 727	96	1 539 387	94
Emergency	829 038		1 286 223		1 033 844		1 454 069	
PRRO	67 712		106 285		204 882		85 318	
Special operations	9 325	1	13 058	1	26 099	2	68 432	4
Bilaterals and trust funds	17 504	2	5 549	0	10 112	1	3 568	0

[1] Excludes programme support and administrative costs. Please note that compared to APR 2013, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards.

[2] Operational expenditures includes General Fund and trust funds that cannot be apportioned by project/operation.

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Grand Total	**375 815**	**3 350 780**	**204 558**	**228 148**	**4 159 300**	**345 626**	**3 843 912**	**313 323**	**214 712**	**4 717 572**	**300 313**	**3 690 914**	**400 705**	**241 559**	**4 633 491**	**303 009**	**4 173 813**	**335 635**	**269 774**	**5 082 229**
Sub-Saharan Africa																				
Benin	2 886	700	0	436	**4 022**	1 661	-	-	173	**1 834**	1 883	-	-	154	**2 037**	2 142	-	-	135	**2 277**
Burkina Faso	3 507	27 568	32	978	**32 085**	4 793	14 648	-	1 154	**20 595**	4 145	13 884	-	1 520	**19 548**	4 103	7 044	-	1 344	**12 491**
Burundi	5 203	18 518	-	525	**24 246**	8 834	17 227	-	1 806	**27 867**	10 400	15 693	-	820	**26 913**	9 647	21 812	-	518	**31 977**
Cameroon	612	8 080	-	-	**8 693**	1 336	23 272	-	85	**24 694**	1 321	51 359	388	73	**53 140**	999	55 461	3 908	428	**60 796**
Cabo Verde	320	-	-	-	**320**	257	-	-	-	**257**	143	-	-	-	**143**	-	-	-	-	-
Central African Republic	502	16 565	5 940	-	**23 007**	318	68 184	17 343	-	**85 846**	150	51 860	12 704	-	**64 714**	185	54 274	15 883	18	**70 361**
Chad	5 498	108 238	12 315	544	**126 595**	5 417	96 221	13 191	795	**115 625**	1 850	84 875	12 334	517	**99 575**	929	86 082	12 407	146	**99 564**
Congo	5 113	4 702	159	231	**10 205**	4 238	3 413	-	287	**7 938**	2 887	4 198	-	321	**7 407**	1 780	3 636	-	66	**5 482**
Congo, Dem. Rep of the	-	142 251	19 878	3 115	**165 244**	-	91 441	20 306	2 822	**114 568**	-	93 408	24 300	2 946	**120 654**	-	78 525	24 033	2 359	**104 918**
Côte d'Ivoire	895	19 101	887	2 166	**23 050**	2 516	8 043	-	122	**10 681**	5 437	4 618	-	46	**10 101**	5 801	6 365	-	-	**12 165**
Djibouti	1 003	11 822	-	71	**12 895**	426	8 664	-	206	**9 296**	1 473	6 493	-	168	**8 133**	783	8 845	-	149	**9 777**
Ethiopia	31 917	282 122	9 524	10 988	**334 550**	19 897	239 155	13 996	5 412	**278 460**	18 942	280 310	6 594	4 404	**310 250**	13 645	339 808	21 022	36 453	**410 930**
Gambia	2 653	2 881	-	16	**5 550**	1 478	1 227	-	231	**2 936**	1 695	1 592	-	6	**3 293**	1 754	33	-	-	**1 787**
Ghana	4 973	1 119	2	1 458	**7 552**	8 163	1 013	771	1 379	**11 325**	5 822	509	1 818	1 072	**9 220**	4 460	0	-10	984	**5 434**
Guinea	4 158	1 366	-	-	**5 524**	4 767	16 562	14 099	45	**35 472**	14 024	25 398	31 818	313	**71 553**	9 574	705	7 054	130	**17 464**

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Guinea-Bissau	235	3 972	-	241	**4 447**	-	7 073	-	-	**7 073**	-	4 180	-	-	**4 180**	7 025	889	-	-	**7 913**
Kenya	13 814	179 245	-	1 855	**194 914**	20 913	157 783	-	2 254	**180 949**	14 729	144 006	-	2 077	**160 812**	12 736	94 063	-	1 295	**108 094**
Lesotho	7 897	11 196	-	320	**19 413**	13 458	521	-	806	**14 785**	5 657	-	-	5 033	**10 690**	3 477	5 030	-	6 215	**14 722**
Liberia	7 897	10 324	138	1 767	**20 125**	4 446	21 614	13 272	1 648	**40 980**	6 336	29 758	34 287	1 062	**71 444**	8 915	3 915	3 451	607	**16 888**
Madagascar	9 466	7 331	-	107	**16 904**	6 014	5 941	-	2 090	**14 045**	6 746	5 378	-	1 179	**13 302**	6 246	24 857	-	773	**31 876**
Malawi	13 977	57 025	-	2 341	**73 343**	23 726	51 425	-	3 017	**78 168**	12 587	53 952	2 155	3 608	**72 301**	19 046	172 212	419	3 098	**194 775**
Mali	28 347	93 510	8 020	2 208	**132 085**	22 924	105 578	8 417	1 447	**138 366**	9 316	56 323	5 935	1 026	**72 601**	1 399	44 777	5 286	1 209	**52 672**
Mauritania	1 985	29 077	4 740	842	**36 645**	1 201	20 333	4 344	185	**26 063**	952	19 333	2 728	1 029	**24 042**	400	12 505	2 480	1 169	**16 555**
Mozambique	10 915	7 608	1 260	3 721	**23 503**	11 012	4 390	63	3 270	**18 735**	7 446	5 262	1 542	5 005	**19 255**	5 481	15 783	-	3 342	**24 606**
Namibia	-	67	-	610	**677**	-	-	-	373	**373**	-	-	-	520	**520**	-	-	-	478	**478**
Niger	8 576	128 120	7 363	1 402	**145 462**	2 387	112 553	6 374	2 225	**123 539**	-	94 545	5 874	2 990	**103 409**	-	92 844	6 787	3 193	**102 824**
Nigeria	-	-	-5	-	**-5**	-	-	-	58	**58**	-	281	1 893	370	**2 544**		50 914	9 151	105	**60 169**
Rwanda	874	14 554	-	1 582	**17 010**	1 830	14 256	-	3 774	**19 859**	2 078	20 108	-	2 318	**24 504**	4 778	18 669	-	2 701	**26 147**
Sao Tome and Principe	624	-	-	-	**624**	427	-	-	-	**427**	165	-	-	-	**165**	109	-	-	-	**109**
Senegal	6 172	28 438	-	1 115	**35 726**	5 281	14 661	-	1 499	**21 441**	1 856	8 686	1 192	1 702	**13 436**	2 226	5 272	74	1 765	**9 337**
Sierra Leone	8 565	332	-	688	**9 586**	5 923	18 231	9 509	834	**34 497**	4 604	27 059	34 800	583	**67 045**	6 688	4 877	7 297	700	**19 563**
Somalia	-	139 878	26 974	-	**166 852**	-	118 287	29 692	9	**147 988**	-	133 646	28 184	48	**161 878**	-	122 390	20 975	119	**143 484**
South Sudan	-	219 767	47 199	-	**266 966**	-	373 863	91 995	22	**465 880**	-	405 077	93 522	928	**499 527**	-	468 137	78 143	1 050	**547 331**
Sudan	-	240 965	22 334	1 316	**264 614**	-	240 357	22 173	778	**263 308**	-	211 953	20 820	3 355	**236 128**	-	195 820	16 931	5 340	**218 092**
Swaziland	5 942	355	-	651	**6 949**	1 418	0	-	1 410	**2 828**	2 098	-	-	145	**2 243**	1 275	6 035	-	116	**7 425**

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Develop-ment	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
United Republic of Tanzania	15 129	17 184	-	1 814	**34 127**	8 267	13 999	-	1 700	**23 967**	5 921	19 259	-	1 233	**26 413**	3 996	36 502	-	1 929	**42 427**
Togo	297	187	39	4	**527**	334	-	-	40	**374**	163	-	-	5	**168**	62	-	-	-	**62**
Uganda	18 422	32 033	-	1 581	**52 036**	17 494	52 342	-	1 574	**71 410**	12 270	48 179	941	2 478	**63 869**	15 760	70 372	2 868	1 717	**90 718**
Zambia	6 634	260	-	1 717	**8 611**	7 346	20	-	1 553	**8 919**	4 064	-	-	1 967	**6 030**	3 324	16	-	2 022	**5 361**
Zimbabwe	-	83 409	-	195	**83 604**	-	53 089	-	125	**53 214**	-	22 420	-	710	**23 130**	-	76 284	-	1 882	**78 166**
Other regional expenditures	-	610	68	7 164	**7 842**	-	1 394	812	7 966	**10 172**	-	3 325	3 348	7 476	**14 149**	-	2 469	1 216	4 902	**8 586**
TOTAL REGION Asia and the Pacific	**235 005**	**1 950 482**	**166 867**	**53 769**	**2 406 124**	**218 503**	**1 976 777**	**266 360**	**53 172**	**2 514 811**	**167 159**	**1 946 924**	**327 174**	**59 207**	**2 500 463**	**158 743**	**2 187 223**	**239 375**	**88 460**	**2 673 801**
Afghanistan	-	132 393	13 614	5 255	**151 262**	-	104 974	14 433	6 824	**126 230**	-	103 065	11 499	11 413	**125 977**	-	92 378	13 520	11 386	**117 285**
Bangladesh	40 027	2 501	-	1 949	**44 477**	25 393	5 088	-	4 765	**35 246**	24 315	5 563	-	2 258	**32 136**	28 530	4 558	-	2 610	**35 698**
Bhutan	2 510	-	-	5	**2 515**	1 012	-	-	-	**1 012**	1 623	-	-	-	**1 623**	572	-	-	-	**572**
Cambodia	13 501	14	-	731	**14 246**	14 625	-	-	427	**15 052**	10 784	-	-	156	**10 940**	10 052	-	-	204	**10 256**
Fiji	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3 321	-	-	**3 321**
India	1 944	-	-	1 723	**3 667**	1 283	-	-	439	**1 722**	572	-	-	1 002	**1 574**	-	-	-	2 063	**2 063**
Indonesia	3 679	-	-	507	**4 186**	3 171	-	-	781	**3 951**	3 699	-	-	1 080	**4 779**	1 332	-	-	327	**1 660**
Korea, D.P.R. of	-	28 026	-	52	**28 078**	-	22 097	-	83	**22 180**	-	29 906	-	-	**29 906**	-	23 712	-	184	**23 896**
Lao People's Dem Rep	9 301	-	-	625	**9 927**	9 847	-	-	486	**10 333**	11 306	-	-	1 842	**13 148**	10 572	-	-	411	**10 983**
Myanmar	-	48 306	185	603	**49 093**	-	41 303	-	1 147	**42 450**	-	41 707	-	1 420	**43 127**	-	40 561	-	1 193	**41 755**
Nepal	8 008	15 734	-	1 598	**25 340**	8 249	7 060	-	2 613	**17 922**	9 991	30 162	28 071	2 509	**70 733**	12 235	10 018	4 795	2 899	**29 946**

ANNEX VIII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Pakistan	-	155 246	560	178	**155 983**	-	169 177	3 004	3 075	**175 455**	-	189 810	1 291	1 683	**192 784**	-	130 082	542	2 138	**132 762**
Papua New Guinea	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7 607	-	-	**7 607**
Philippines	-	43 456	9 085	228	**52 769**	-	47 367	12 002	147	**59 516**	-	12 933	2 889	241	**15 642**	-	10 828	1 047	771	**12 846**
Sri Lanka	312	8 362	68	8	**8 749**	159	9 662	-	220	**10 041**	-	4 160	-	675	**4 836**	4 265	2 316	-	1 454	**8 035**
Timor-Leste	4 306	-	-	80	**4 386**	2 441	-	-	-9	**2 432**	2 885	-	-	-	**2 885**	2 621	166	-	23	**2 810**
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	3 887	-	-	**3 887**	-	-	-	-	-
Other regional expenditures	-	-	-	953	**953**	-	-	-	2 099	**2 099**	-	360	1 796	2 288	**4 443**	-	35	-	5 092	**5 127**
TOTAL REGION	**83 589**	**434 030**	**23 690**	**14 494**	**555 611**	**66 170**	**486 920**	**29 430**	**21 497**	**624 043**	**63 770**	**420 982**	**45 946**	**26 767**	**558 020**	**70 170**	**329 162**	**29 505**	**30 778**	**459 621**
Eastern Europe, Southern Europe and CIS																				
Albania	-	-	-	-	-	-	-	-	-	-	-	1 017	-	-	**1 017**	-	-	-	-	-
Armenia	2 527	25	-	-	**2 552**	2 436	567	-	88	**3 092**	3 823	-	-	103	**3 926**	3 290	103	-	101	**3 494**
Azerbaijan	-	-	-	17	**17**	-	-	-	8	**8**	-	-	-	-	-	-	-	-	-	-
Bosnia and Herzegovina	-	-	-	-	-	-	183	-	-	**183**	-	-	-	-	-	-	-	-	-	-
Georgia	-	376	-	-	**376**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Greece	-	-	-	-	-	-	-	-	-	-	-	116	-	-	**116**	-	-	-	-	-
Kyrgyzstan	946	5 607	-	296	**6 849**	3 179	3 601	-	252	**7 032**	8 566	-	-	136	**8 702**	7 939	-	-	22	**7 961**
Serbia	-	-	-	-	-	-	482	-	-	**482**	-	-	-	-	-	-	-	-	-	-
Tajikistan	11 142	1 550	-	41	**12 533**	7 751	948	-	377	**9 076**	9 621	1 207	-	618	**11 447**	9 020	135	-	319	**9 480**
Ukraine	-	-	-	-	-	-	1 240	-	-	**1 240**	-	24 196	1 382	-	**25 579**	-	22 615	1 274	-	**23 889**

ANNEX III-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special oper.	Bilaterals, trust funds and others[2]	Total
Uzbekistan	-	-	-	-	-	-	-	-	60	60	-	-	-	0	0	-	-	-	-	-
TOTAL REGION	14 125	7 350	-	354	22 329	13 366	7 022	-	766	21 153	22 010	26 537	1 302	858	50 708	20 255	22 915	1 274	642	44 087
Latin America and the Caribbean																				
Bolivia (Plurinational State of)	818	1 543	-	803	3 164	1 370	4 902	-	863	6 736	945	917	-	472	2 334	969	1 293	-	329	2 587
Colombia	-	13 325	-	8 260	19 585	-	12 268	-	11 974	24 243	-	8 600	-	3 905	12 506	-	11 905	-	1 613	13 518
Cuba	179	1 817	-	1 324	3 319	356	128	-	194	679	1 353	187	-	47	3 587	1 312	34	-	-	1 346
Dominican Republic	-	-	-	797	797	-	-	-	944	944	-	-	-	1 194	1 194	-	-	-	1 669	1 669
Ecuador	-	3 407	-	1 837	5 244	-	1 356	-	2 330	5 687	-	2 814	-	1 747	4 561	-	12 584	600	2 793	15 977
El Salvador	-	1 530	-	4 030	5 560	-	2 427	-	2 627	5 054	-	2 959	-	1 788	6 747	349	5 123	-	2 806	8 277
Guatemala	1 764	6 253	-	968	8 986	2 066	6 975	-	4 078	13 059	2 933	16 301	-	717	19 952	2 643	14 622	-	1 188	18 452
Haiti	14 816	28 067	1 285	3 457	47 626	16 299	23 612	-	2 426	42 336	7 947	15 770	-	678	23 395	11 215	38 291	5 236	1 414	56 155
Honduras	5 363	1 872	-	20 346	27 581	2 749	1 904	-	17 634	22 286	4 892	9 393	-	16 385	30 671	5 799	12 458	-	16 798	35 055
Nicaragua	4 922	2 064	-	1 252	8 238	1 962	1 840	-	891	6 309	6 022	364	-	124	6 510	6 642	533	-	124	7 319
Paraguay	-	942	-	-	942	-	1 079	-	46	1 125	-	44	-	152	195	-	1 205	-	324	1 529
Peru	-	-	-	662	662	-	-	-	686	686	-	31	-	1 276	1 307	-	160	-	1 898	2 058
Other regional expenditures	362	459	-	1 544	2 365	344	217	-	3 025	3 586	31	681	-	2 134	2 846	-	457	-	1 805	2 262
TOTAL REGION	29 224	59 279	1 285	45 280	136 067	27 167	57 665	-	46 675	131 286	24 683	97 703	-	32 908	115 166	29 924	99 125	5 836	32 169	166 845

ANNEX TABLE: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2013–2016 *(USD thousand)*

	2013					2014					2015					2016				
	Development	Relief	Special expenses	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special expenses	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special expenses	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special expenses	Bilaterals, trust funds and others[2]	Total
Middle East and North Africa																				
Algeria	–	22 080	–	-2	22 082	–	17 349	–	36	17 385	–	19 724	–	19	19 743	–	10 250	–	–	10 250
Egypt	13 745	13 675	–	332	27 753	7 605	34 788	–	802	43 196	10 501	10 218	–	1 619	22 337	23 082	19 339	–	3 581	42 502
Iran (Islamic Republic of)	–	2 092	–	–	2 092	–	2 019	–	19	2 038	–	2 358	–	320	2 678	–	2 802	–	60	2 862
Iraq	373	23 826	–	16 309	40 308	–	126 277	636	177	127 090	–	209 673	3 559	291	213 523	–	180 376	3 529	159	185 064
Jordan	252	103 967	–	79	104 299	2 673	236 699	–	252	242 624	6 569	137 826	–	150	144 543	2 726	181 137	–	–	183 863
Lebanon	–	193 223	–	–	193 223	–	299 653	–	–	299 653	–	306 609	–	1 197	307 806	–	237 556	–	532	238 088
Libya	–	703	60	–	763	–	780	–	–	780	–	6 880	–	–	6 880	–	10 878	–	–	10 878
Morocco	26	–	–	–	26	296	–	–	–	296	189	–	–	–	189	190	–	–	–	190
State of Palestine	–	63 819	29	337	64 185	–	91 687	1 239	2 803	95 729	–	89 852	283	2 107	92 242	–	64 256	93	223	64 574
Syrian Arab Republic	–	709 776	9 339	–	719 115	–	849 160	9 686	–	858 846	–	764 736	7 853	–	772 589	–	879 835	81 368	67	961 271
Tunisia	89	527	–	–	616	779	0	–	–	780	655	–	–	–	655	335	0	–	–	335
Turkey	–	69 809	–	–	69 809	–	68 833	–	–	68 833	–	61 062	–	319	61 381	–	66 990	–	–	66 990
Yemen	2 949	127 752	1 339	153	132 193	6 852	161 709	1 607	19	170 186	21 212	149	19 191	–	232 552	–	167 852	17 697	318	185 867
Other regional expenditures	–	709	–	719	1 428	–	704	–	1 039	1 743		1		1 527	1 528	–	1 019	–	1 470	2 489
[illegible]												1 236			1 236					1 536
	16 260	906 750	9 339	17 709	937 839	20 247	1 202 788	13 068	5 169	1 241 362	21 127	1 [illegible]	26 693	10 112	969	24 554	1 [illegible]	68 432	5 768	293
Other	422	2 972	1 709	19 749	500 599	788	1 882	8 607	67 253	78 530	–	–	760	111 [illegible]	112 [illegible]	0	–	251	110 [illegible]	110 982

[1] Excludes programme support and administrative costs. Please note that compared to APR 2015, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards.

[2] Includes all expenditures for bilaterals, trust funds, General Fund.

Negative figures represent financial adjustments.

ANNEX VIII-C DIRECT EXPENDITURES[1] BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2013-2016

	2013		2014		2015		2016	
	USD thousand	%	*USD thousand*	%	*USD thousand*	%	*USD thousand*	%
DEVELOPMENT AND RELIEF	**3 726 595**	**100.0**	**4 189 538**	**100.0**	**3 991 227**	**100.0**	**4 476 821**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	2 307 263	61.9	2 287 868	54.6	2 331 628	58.4	2 602 851	58.1
Low-income, food-deficit countries	2 520 989	67.6	2 228 311	53.2	2 939 757	73.7	3 375 909	75.4
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 185 487	58.6	2 195 280	52.4	2 114 085	53.0	2 349 966	52.4
Asia and the Pacific	517 626	13.9	473 108	11.3	485 707	12.2	395 342	8.8
Eastern Europe, Southern Europe and CIS	21 974	0.6	20 388	0.5	48 548	1.2	43 171	1.0
Latin America and the Caribbean	87 503	2.3	84 811	2.0	82 250	2.1	128 039	2.9
Middle East and North Africa	911 010	24.4	1 412 755	33.7	1 260 653	31.6	1 564 294	34.9
	375 815	**100.0**	**345 626**	**100.0**	**300 313**	**100.0**	**303 009**	**100.0**
DEVELOPMENT								
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	298 743	79.5	265 980	76.9	202 316	67.4	207 490	68.5
Low-income, food-deficit countries	358 848	95.5	287 989	83.3	250 260	76.7	234 322	77.3
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	239 009	63.6	218 503	63.2	167 199	55.7	158 743	52.4
Asia and the Pacific	83 509	22.2	66 179	19.1	64 779	21.6	70 179	23.2
Eastern Europe, Southern Europe and CIS	18 619	5.0	13 366	3.9	22 010	7.3	20 259	6.7
Latin America and the Caribbean	28 228	7.5	27 147	7.9	24 883	8.3	28 926	9.5
Middle East and North Africa	16 260	4.3	20 287	5.9	21 927	7.3	24 900	8.2

[1] Exclusive of programme support and administrative costs. Please note that compared to APR 2013, expenses have been replaced with expenditures to ensure improved alignment with WFP's corporate management reporting standards

[2] Actual classifications for each year

ANNEX IX-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS IN 2016

PARTNERS	No. of countries	No. of projects[1]
FAO	74	113
UNICEF	67	127
UNHCR	41	60
WHO	30	39
UNDP	30	37
UNFPA	30	27
IFAD	27	29
IOM	27	41
UN-Women	19	21
Others[2]	18	26
UNAIDS	10	11
ILO	6	8
UNESCO	5	6
World Bank	3	3
UN-HABITAT	2	3
UNEP	2	2

[1] WFP implements multiple projects in a number of countries. Each project is counted separately while the country is counted only once, regardless of the number of projects in which collaboration occurred.

[2] Others include partnerships with United Nations peacekeeping missions, OCHA, UNIDO and the United Nations Office for Drugs and Crime.

ANNEX IX-B: **2016 COLLABORATION WITH NGOs AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT**

Strategic Objectives (SOs)	Total no. partners[1]	% international partners	% national partners
SO 1: Save lives and protect livelihoods in emergencies	602	19	81
SO 2: Support food security and nutrition and (re)build livelihoods in fragile settings and following emergencies	585	15	85
SO 3: Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	236	20	80
SO 4: Reduce undernutrition and break the intergenerational cycle of hunger	283	17	83

Programme activities	Total no. partners	International partners	National partners
Asset creation	558	78	480
Capacity development	47	16	31
General food distribution	490	102	388
Nutrition	417	100	317
School feeding	182	46	136
HIV/TB: care and treatment	170	41	129

Services	Total no. partners	International partners	National partners
Assessments	84	30	54
Distribution	1 013	146	867
Evaluation	209	56	153
Monitoring	592	115	477
Project design	235	45	190
Storage	442	88	354
Transport	293	74	219

[1] In order to portray a more complete snapshot of collaboration carried out in 2016, not only with NGOs, but also with members of the International Red Cross and Red Crescent Movement, these partnerships have been incorporated into the above indicative figures under the generic term of 'partner'.

Notes:

I. In 2016, WFP worked with approximately 1,100 NGO and Red Cross and Red Crescent partners. The number of partners displayed in the above tables cannot be added to result in the total sum because individual partners may collaborate with WFP in a variety of programme activities/provide various services, therefore creating overlap.

II. The number of partners reflected in any given cell is indicative only of the total count of distinct partner organizations and does not demonstrate the scope of the partners' collaboration.

ANNEX X: **WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)**[1]

QCPR-related indicators	Target 2016	KPI 2016	KPI 2015	KPI 2014
Partnerships				
2.1 Strategic and operational partnerships fostered				
% of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP (QCPR)	60	61	60	48
2.3 United Nations System coherence and effectiveness improved				
Proportion of **Common QCPR indicators** that WFP has reported on during a reference year	100	100	89	75
1. % COs using common results-based management (RBM) tools and principles [QCPR]*	100	100	100	100
2. % COs that are applying the SOPs or components of it [QCPR]	44	62	44	48
*3. % of COs implementing common services, common LTAs,** harmonized approach to procurement, common HRM, ICT services or financial management services [QCPR]*	86	92	86	93
4. % of Member States (EB) giving positive feedback on the quality of corporate reporting on results and mandates, i.e. APR [QCPR]	100	100	100	100
5. Size (and trend) in funding from government and other non-government partners (including international financial institutions, regional development banks, civil society, private sector	100	100	100	100
6. Contribution in cash provided to the Resident Coordinator System [QCPR]	100	100	100	100
7. Contribution in kind provided to the Resident Coordinator system [QCPR][2]	100	-[3]	-	-
8. Projects with gender marker code 2a or 2b [QCPR]	100	100	86	79
9. % of COs using the common UNDG capacity measurement approach [QCPR]	80	79	-	-
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100	100	100	100

[1] This is a subset of the QCPR-related indicators that WFP has committed to report on, which have been built into WFP's performance management framework.

[2] For 2015 it was not possible to report on common QCPR indicator 7, as WFP is awaiting the United Nations Development Group to develop assessment/reporting methodology.

[3] This indicator was to have had a UNDG-agreed methodology developed in order to support all agencies, funds and programmes to track the in-kind contribution to the RC system. However, that methodology was not produced by the end of the 2013–2016 QCPR reporting timeframe so no reporting can be done on it. For the 2017-2020 QCPR there is a request to the Secretary-General by the General Assembly to prepare a proposal on further improvements to the RC system, including funding. WFP NY will track the outputs of the proposal and monitor both if the in-kind contribution element is retained and whether the UNDG will include the methodology development in its work plan.

Programmes				
4.1 Appropriate and evidence-based programme responses				
% of countries with an up-to-date disaster risk reduction (DRR) strategy (QCPR)	66	79	68[4]	72
4.2 Alignment with government priorities and strengthened national capacities				
% of programme funds dedicated to strengthening national capacities (QCPR)	Baseline[5]	N/A	N/A	N/A

[a] CO – country office
[b] LTA – long-term agreement

[4] Value corrected.
[5] Insufficient data was available in 2015 to report on this indicator and set the KPI baseline.

ANNEX XI: INVESTMENT CASES - 2016 RESULTS

Critical Corporate Initiatives

As part of the 2015–2017 Management Plan the Executive Board approved a number of Critical Corporate Initiatives. These are projects that accelerate organizational improvement and focus on continuing Fit for Purpose and delivering value-for-money benefits to WFP. Below is an overview of the objectives, main activities and results of the 2016 Investments, as presented in the "Review of Fit for Purpose Organization-Strengthening Initiative"

People

Investments: Learning Transformation Project

USD 1,885,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To develop the strategy for a sustainable, professional, coordinated learning capability with the supporting infrastructure to equip all staff with the required skill sets to meet the evolving WFP mandate and strategic priorities **Rationale:** Learning and development of WFP's large and dispersed workforce staff has previously been uncoordinated, non-standardized, inconsistent among the offices and with varying quality. The need for a systemic, professional, accountable approach to provide learning to all of WFP's staff has been repeatedly confirmed by feedback from leadership and	• Significant research, benchmarking and piloting with staff to ensure relevance and user interest towards expansion of LMS (2015) • 6,778 national staff completed over 26,000 learning courses (2016) surpassing corporate priority target of 3,000 national staff • Conducted research, benchmarking and three pilot programmes for development of leadership programme. 10 sessions delivered in 2015 for 265 leaders; 10 sessions delivered in 2016 for 250 leaders • Provided leadership and management e-learning, supported by live webinars, targeted to senior leadership and completed by 93 percent of leaders in Headquarters and the field • Collaborated with key stakeholders in WFP to develop the strategy • More than 1,000 National Staff reached since the beginning of 2016 with online language learning tool • Defined and shared a toolkit of	• WFP Learning Strategy has been confirmed with a supporting leadership governance established, ensuring a sustainable and coherent way of learning in WFP • Expanded LMS has become the single source of learning and contains a wide range of learning resources. Strong increase in utilization seen through a 150 percent increase in course completions since the expansion • Improved support to staff through the Rosetta Stone Online Learning Tool and to leaders through the "Harvard Manage Mentor" learning offering and the "Leading for Zero Hunger" programme • Strong cross-functional collaboration to increase impact of functional training and ensure coordinated global offer

Investments: Learning Transformation Project

USD 1,885,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
staff, organizational analyses and formal audit recommendations	standards, tools and approaches across topics towards professionalizing the expertise profile of those delivering and managing training. Structured process of best practice sharing internally and externally.	

Investments: Programme Staff Skills Development

USD 1,028,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To strengthen programme officers' capacity to design and implement effective strategies and projects to reduce hunger. **Rationale**: The 2013 Business Process Review identified Programme Policy staff skills development as a priority area, and funded the "WFP Programme Learning Journey: Investing in Programme Excellence" in 2014, which was the first phase of a learning initiative for senior programme policy officers in the field. This initiative responds to calls for a consolidated 'general practitioners' programme training that synthesises the available general and technical knowledge into an effective learning tool for middle management. It also addresses the need to systematically include National Programme Officers into Programme Policy staff development plans.	• A global Learning Needs Assessment (LNA) involving all Country Offices and Regional Bureaux that led to the design of the "WFP Programme Learning Journey: Investing in Programme Excellence", a blended learning programme designed for WFP Programme Leaders in consultation with HR. • Adapted trainings for Country Directors, Deputy Country Directors, Emerging Programme Leaders • Since 2014, 200 staff members have participated, including 24 Country Directors and Deputy Country Directors, 131 Heads of Programme and other senior Programme Policy Officers (including National Officers), and 46 Emerging Programme Leaders (at the P2/P3 levels, including National Officers). National Officers represented 31 percent of overall participants	• The current Programme Learning Journey focuses on emergency programming and strategic and policy engagement with governments. Phase 2 of the programme is under design, to be delivered in 2017 in addition to the current phase. Phase 2 will support WFP programme leaders in their roles to design and implement Country Strategic Plans and support countries' efforts to achieve Zero Hunger. The two phases to be delivered in 2017 will target 5 cohorts, 110 staff members (including National Officers). • Staff members acquired relevant knowledge and skills to aid jobs and achieve greater impact in reducing hunger through designing and implementing effective strategies and programmes. • Contributed to developing full potential of national programme officers through development and targeted implementation of professional development opportunities. • Participants shared learning with teams and interested staff at their duty stations and beyond resulting in further interest in the training. • Additional and continued investments in the Programme Learning Journey are expected to support to organizational efforts to implement the Integrated Road Map. • Pilot initiative "National Officers Stretch Assignment" to be implemented in early 2017, providing tailored temporary duty assignment (TDY) opportunities to national officers.

Investment: Strategic Sourcing Model

USD 500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To strengthen the talent acquisition process towards creating a workforce to best serve WFP's strategy **Rationale**: WFP needs to access alternative sources of recruitment to get the best people it can, and to move towards an automated recruitment system	• Developed and implemented an e-recruitment system based on inputs received from some 200 stakeholders from the field and Headquarters • Implemented talent acquisition toolkit, partnering with external recruitment outsourcing firm, increasing outreach to candidates by leveraging social media as a recruitment tool and focusing on engaging qualified women candidates and candidates from developing countries • Broad consultations with numerous stakeholders in leadership, field and Headquarters to develop the Employee Value Proposition (EVP) to enhance WFP's competitiveness in the employment market • Developed the Emergency Consultant Roster and Emergency Functional Leadership Roster to address gaps not filled by the current Emergency Roster and increase WFP's agility to respond to emergencies • Building of channels to quickly and effectively prepare and deploy talent, particularly in emergencies	• WFP's competitiveness on the employer market further enhanced however still to be confirmed as the EVP is still under development • Gender parity objectives 2015 achieved (documented in the key performance indicator (KPI) submission) through recruiting a more diverse workforce • Engaged and motivated workforce embedding WFP's common values and behaviours (expected and to be verified through future Global Staff Surveys) • Improved emergency preparedness and response due to roll out of two new emergency rosters

Partnerships

Investments: Partnership Resource Centre

USD 300,000 (2016)

Status: Completed

Objective and rationale	Main activities	Output and Impacts
Objective: To provide guidance and support to all offices in identifying, building, nurturing and reviewing effective partnerships **Rationale**: There is a gap in WFP's strategic framework in understanding and communicating what constitutes a partnership. The role and value added of actors needs to be better defined, partnerships strategically selected, and mutual accountability strengthened to ensure that collaboration delivers results.	• Collected, developed and made available tools, guidance, case studies and other resources to guide all aspects of the partnership process, including: o guidance on assessing potential partners o lessons learned from successful partnerships o partnership evaluation tools o technical support options o a central database with updated comprehensive information about key partners • Consolidated organizational contacts for key partnerships • Corporate engagement to ensure complementarity with Programme, Legal, Communications and the Operations Services Department.	• Online Resource Centre serving as a global knowledge management and guidance function, enabling the establishment and review of effective partnerships • Enhanced knowledge management around partnership and partnering • Training and advisory services throughout the CPS implementation (as of December 2016) reached: o A total of 1,571 staff in 77 country offices through general awareness-raising and training activities. Of these: o 265 staff through Partnership and Advocacy Coordination Division (PGC)-facilitated training o 618 staff in partnerships-related training by other divisions • A global network of regional partnership focal points and a Headquarters-based Partnership Working Group connecting functional units around partnership issues. • PGC and the Contractual and Constitutional Law Branch (LEGC) produced guidance to facilitate more efficient preparation, negotiation and conclusion of agreements with partners, and coherence and consistency in the application of agreements across the organization • The Partnership Topic page on the new WFPGo as new home of the Resource Centre

Investment: Summits and Key Intergovernmental Processes

USD 500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To ensure hunger and malnutrition are incorporated as top priorities in the global agenda, and that WFP is recognized as a key partner in solving them **Rationale**: In 2016, several global summits continue to set the stage for the international development and humanitarian agenda. These global events will have an impact on how WFP works. At the same time, WFP needs to start implementation of the Sustainable Development Goals while the new Quadrennial Comprehensive Policy Review is approved in December 2016 and the related reform processes continue	• Reinforced advocacy efforts to include food security, nutrition and Zero Hunger in outcome documents and related communications from key 2016 global summits • Seconded a WFP staff member to the secretariat of the World Humanitarian Summit • Regularly reported on the outcome of key intergovernmental processes to the Leadership Group and the Executive Board	• WFP's vision of hunger and malnutrition incorporated as top priorities in the global agenda as evident by inclusion in targeted outcome documents, including: o Third United Nations World Conference on Disaster Risk Reduction (2015) o Third International Conference on Financing for Development (2015) o General Assembly's plenary that adopted the 2030 Agenda and the Sustainable Development Goals (2015) o 21st Conference of the Parties of the United Nations Framework Convention on Climate Change (2015) o World Humanitarian Summit (2016) and the Agenda for Humanity o High-Level Summit on Refugees and Migrants (2016) o United Nations Conference on Housing and Sustainable Urban Development – Habitat III (2016) • WFP held a relevant role in the WHS process (including as lead agency on the cash-based transfers work stream) and is one of seven members of the Facilitation Group that will lead the process until October 2017

Processes and systems

Investment: Developing a Comprehensive Knowledge Management Strategy

USD 500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: Develop a corporate knowledge management strategy to lay the blue print for a strengthened and cohesive knowledge management (KM) approach in WFP **Rationale**: WFP has strong corporate knowledge, but this is mainly based within individual's experience. Without an overarching knowledge management strategy or single source of information access there is a substantial risk of loss of knowledge.	• Conducted a benchmark exercise to understand knowledge management systems across United Nations agencies/NGOs • Conducted consultations with 5 regions to get their input on the draft strategy • Drafted a KM strategy, which was endorsed by the EMG • Developed recommendations on the role of people, processes and systems in Knowledge Management	• A corporate strategy will form the basis for a well-functioning KM approach where knowledge management will be available to all parties • Combine WFP's local and regional knowledge and allow sharing and distribution across the organization and with partners • Launched three Community of Practice pilots • Improving effectiveness and efficiency of programmes through learning from past experiences • Assigned accountability for information management and enhanced existing systems • Significant staff time savings in Headquarters and the field due to reduced time spent by staff in searching for knowledge products • Lower barriers to knowledge-sharing among all offices

Investment: IT Systems for Documents Information Management

USD 1,887,000 (2016 and 2017)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To establish improved enterprise content management systems and search engines to enable modern information and knowledge management for evidence-based decision-making **Rationale**: WFP's current documents management system Docustore is outdated and unable to fulfil the business requirements for taxonomy implementation. The current search engine embedded in WFPGo is equally outdated and no longer supported by the provider. Critical features for efficient information retrieval such as metadata-based sorting of search results, related queries and expert search functions are not available in the current search engine. Staff time is wasted due to inefficient searching, ignorance of existing guidance and re-inventing materials	• Internal and external market research for identification of adequate systems • Consultation with IT on procurement for and development of new document management system • IT system review and intranet user experience research • Development of a document storage system and search engine in-house • Establishment of a governance structure for managing the taxonomy process for the document storage system	• Necessary replacement of existing outdated and no longer supported IT system • Core engine for the storage and distribution of Executive Board and other key WFP documents • Expected reduced staff time spent searching for work-related information (up to 200 minutes per week per employee, according to a Staff Survey) • Expected reduced support requests on the Enterprise Content Management System (eCMS) • Expected increased percentage of staff knowing where to find examples of good practices and learn from colleagues The project is ongoing and still in development. There has been a soft launch, so these benefits are expected but not yet realized. Executive Board documents will be included as of Spring 2017.

Investment: Invoice Tracking System

USD 100,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To invest in a new Invoice Tracking System (ITS) platform enabling global roll-out **Rationale:** An improved Invoice Tracking System was required to address concerns related to the high level of annual recurring costs in the form of licencing, expensive scalability and maintainability of the pilot solution. A more robust and reliable solution with less demand on bandwidth was necessary for scale up.	• Developed a new Invoice Tracking System in-house, which went live in Headquarters, Pakistan, Jordan, the Syrian Arab Republic and Chad in October 2016 • Develop additional improvements into the platform to address functional issues associated with the previous product, including enhanced integration with WINGS	• The new ITS is a web-based application, a light technologys framework which can be deployed over the internet, reducing bandwidth requirements, increasing reliability and performance, and rendering the solution scalable to a large number of countries • The new technology is compatible with multi-platform utilization, e.g. tablets and smartphones, with minimal further investment • The new ITS platform overcomes the technical and functional problems associated with the previous software solution and reduces external cost components by switching to a product that was built in-house • ITS is a prerequisite for the introduction of changes in processes aligned with cost excellence; it is to be expected that requests for changes can originate as business transformation progresses • New solutions, such as the introduction of the Global Payment Factory services, can take advantage of the ITS platform to support automated iinvoice management workflows

Investment: Country Strategic Plans

US$ 4,000,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Objective Targeted investments in focus countries through Country Strategic Plans **Rationale** To best position WFP to contribute to national actions to eliminate hunger	• WFP started to pilot country strategies in 2009 to determine how it can best position itself to contribute to national actions to eliminate hunger. • Independent reviews and evaluations confirmed the importance of the approach while highlighting the need to improve the process through full WFP investment and greater corporate support at country level. • The Business Process Review recommended establishing an improved framework for the development and approval of strategies to integrate strategic and operational planning and present a coherent WFP country approach to the Executive Board, while developing a realistic resourcing and internal capacity augmentation plan to facilitate implementation.	• 8 Country Strategic Plans developed • 19 countries have initiated or completed strategic reviews. • Position WFP globally and in-country as a food assistance agency competent in fostering and delivering long-term solutions to hunger, including in emergency contexts • Country Offices can determine the optimal combination of WFP operations that would contribute the most to achieving national *Zero* Hunger targets, global food security and country-specific nutrition priorities • Country Offices can build an evidence-base and programme approaches for effective support to national capacities for eradicating hunger • Use of Country Strategic Planning to select the most appropriate modes operandi has provided a rationale for WFP support to a country and enhanced dialogue with governments, helping to ensure endorsement of WFP's Country Strategic Plan and support, including financial • Future investments can benefit from lessons learned and become more effective and efficient

Investment: Nutrition

USD 500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To help WFP strengthen nutrition in emergencies, build nutrition capacity, enhance partnerships and launch into new programmatic areas, particularly nutrition-sensitive programming **Rationale:** To help WFP launch into new programmatic areas, such as nutrition-sensitive programming, it is necessary to support the development of key programmatic guidance, as well as knowledge transfer and capacity development efforts through training at global and regional level. In addition, to support the strengthening of the corporate knowledge management system to improve, capture and transfer nutrition learning and nutrition information.	• Participated in Country Strategic Planning missions (at Headquarters and regional bureau level) to ensure inclusion of nutrition priority areas into all relevant new country strategies • Supported update to the Corporate Results Framework (CRF) and developed technical guidelines on nutrition M&E • Piloted analytical process "Fill the Nutrient Gap" to identify barriers to consumption of adequate nutritious diets and support decision-making in three Country Strategic Planning (CSP) countries • Enhanced the Nutrition Academy to increase learning opportunities for nutrition in partnership with HR. • Established a partnership with the International Food Policy Research Institute (IFPRI) and developed indicators, guidance and an outline of impact pathways	• Strengthened WFP's response for nutrition in emergencies • Developed corporate guidance and indicators for nutrition-sensitive programming and key nutrition-sensitive actions • Developed tools for nutrition-specific situation analysis (fill the nutrient gap tool and cost of diet instrumental in helping to inform and guide country strategies) • Strengthened partnerships with key partners, including o Enhanced coordination with the United Nations Children's Fund (UNICEF), the Nutrition Cluster and other organizations to prioritize and improve delivery of multi-sectoral services to address malnutrition in emergencies o Partnerships with key units built and developed to incorporate nutrition – i.e. mobile VAM (mVAM) for nutrition

Investment: Strengthening Performance Management in WFP and Enablement of Evidence-Based Decision-Making (COMET)

USD 1,500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To strengthen WFP's ability to provide evidence and accountability for results Rationale: Over the past years WFP has developed and introduced several new processes and systems, which facilitate effective planning, monitoring and reporting on results. These processes and systems now need to be integrated into the Integrated Road Map.	• Mainstreamed Performance and Risk Management and Monitoring (PRMM) in daily business activities through updated guidance and tools • Supported regional bureaux to strengthen monitoring and reporting systems at country level • Developed a Normative Framework for Monitoring • Developed the 2015–2017 Corporate Monitoring Strategy and third-party monitoring guidelines • Developed methodologies to improve outcome aggregation, quantify "prospective" beneficiaries and calculate the Cost per Ration • Developed staff capacity to internalize and apply PRMM concepts in designing, planning, implementing, monitoring, evaluating and reporting on results of WFP's programmes • Rolled out IT tools WFP-wide, including COMET, SPRING and PROMIS. (PROMIS subsequently decommissioned following the initial roll out and testing in two regions. Ongoing review showed the system was not flexible enough to support the changing management environment and variables existing at Headquarters/regional bureau/country office levels and the constant redesigning to accommodate these variables would be too costly).	• Global availability of COMET helps to streamline best practices in the project approval process, partnership management, monitoring and recording of results, and commodity reconciliation • Towards the 2017–2021 Strategic Plan period, improved processes will help to improve efficiency, effectiveness and accountability and allow decisions to be taken as close to the field as possible with rigorous systems to monitor and demonstrate results • Cost reduction as a result of less investment in home-grown IT systems in the field • Focus on programme implementation and reduced staff time on PRMM processes and data collection, analysis and reporting • Improved monitoring and performance management supported the work to implement the Enterprise Risk Management (ERM) framework PRMM system development and roll-out • COMET design and implementation modules developed and rolled-out globally to 80 Country Offices with more than 200 users trained and 1,000 users through Training of Trainers approach • SPRING (Standard Project Report Intelligent Next Generation Tool) developed and rolled-out globally • Re-alignment of monitoring processes, systems, tools and guidance to the new 2030 Agenda environment and the new Strategic Plan, Country Strategy Plan and Country Programme Budget (started in 2016) • Performance Report Improvement project in consultation with Country Offices, Regional Bureaux and donors to revise the SPR structure.

Investment: Financial Framework Review – Evolution of WFP's Financial Architecture

USD 2,500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
Objective: To build a new financial architecture to ensure that WFP operations are equipped to respond to humanitarian and protracted crises and WFP continues to be a reliable partner of choice in the implementation of activities in the fight against hunger **Rationale**: WFP's current financial architecture was designed for food aid delivery; in recent years only minor modifications have been made to reflect the shift to food assistance. The project-based structure is fragmented with multiple budget envelopes and does not provide a clear line of sight from strategy through activities to results and costs. The investment in FFR was channelled to three prioritized work streams: resource based planning, macro-advance financing and budgeting for	*Resource-based planning* 2015: Nine Country Offices developed 2016 resource-based implementation plans. Lessons learned refined the approach and platform. As part of the development of the Management Plan (2017–2019), each Country Office prepared a resource-based implementation plan for 2017. The plans were aggregated to create the global Prioritized Plan of Work. *Macro-advance financing* The macro-advance process and risk model was developed and the Executive Director and the Strategic Resource Allocation Committee approved USD 100.7 million in macro-advance financing to five Country Offices (seven operations). *Budgeting for Operational Effectiveness* Proposed Country Portfolio Budget structure prototyped in eight Country Offices in two phases. Phase 1 refined the 'vertical' aspects of the structure to create the desired 'line of sight' from strategy through activities to costs. Phase 2 simulated the budget structure to inform the solution design for areas including: definition of cost-accounting procedures; application of full-cost recovery; treatment of emergencies and regional operations; identification of governance requirements; and alignment to donor funding lines.	• FFR pilots new ways to help Country Offices make the most of resources FFR aims to deliver: • Macro-advance financing pilots in at least two operations, developing the processes for macro-advance financing developed and refining the proof of concept through pilots • Resource-based planning in at least two operations and standardized platform developed and rolled-out to all operations • Operational budget structure reviewed, including Country Portfolio Budget options • As a key component of the Integrated Road Map, the Financial Framework Review will deliver a Country Portfolio Budget structure aligned to the Country Strategic Plan framework, support the operationalization of the Strategic Plan and create links between resources obtained and results achieved to improve performance management and reporting through the Corporate Results Framework

Investment: Financial Framework Review – Evolution of WFP's Financial Architecture

USD 2,500,000 (2016)

Status: Ongoing

Objective and rationale	Main activities	Output and Impacts
operational effectiveness	Minimum business requirements for the IT system solution for the first wave of pilot Country Portfolio Budgets was finalized. On-boarding missions to the eight first wave countries completed. Extensive donor engagement was conducted in 2016.	

ACRONYMS USED IN THE DOCUMENT

AFAC	anti-fraud and anti-corruption
APR	Annual Performance Report
ART	anti-retroviral therapy
BPR	Business Process Review
CAS	community asset score
CBT	cash-based transfer
CD&A	capacity development and augmentation
CERF	Central Emergency Response Fund
CIS	Commonwealth of Independent States
CO	country office
COI	conflict of interest
COMET	country office tool for managing effectively
CP	country programme
CRF	Corporate Results Framework
CSI	coping strategy index
CSP	country strategic plan
DEQAS	decentralized evaluation quality assurance system
DEV	development project
EFSA	emergency food security assessment
EMIS	education management information system
EMOP	emergency operation
EPCI	emergency preparedness and response capacity index
EPRP	Emergency Preparedness and Response Package
ETC	Emergency Telecommunication Cluster
EVP	Employee Value Proposition
FAO	Food and Agriculture Organization of the United Nations
FCS	food consumption score
FDP	Financial Disclosure Programme
FFA	food assistance for assets
FFR	Financial Framework Review
FFT	food assistance for training
FPTS	Food Procurement Tracking System
FSOM	food security and outcome monitoring
GAM	Gender and Age Marker
GCMF	Global Commodity Management Facility
gFSC	global Food Security Cluster

GMAF	Gender Mainstreaming and Accountability Framework
GNI	gross national income
HR	human resources
HRM	Human Resources Division
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
ICT	information and communications technology
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IOM	International Organization for Migration
IR-PREP	Immediate-Response Account for Preparedness
IRM	Integrated Road Map
JIU	Joint Inspection Unit
KM	knowledge management
KPI	key performance indicator
LESS	Logistics Execution Support System
LMS	Learning Management System
M&E	monitoring and evaluation
MAM	moderate acute malnutrition
MRD	Management Results Dimension
MRF	Management Results Framework
NCI	National Capacity Index
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement
PDM	post-distribution monitoring
PGC	Partnership and Advocacy Coordination Division
PIR	proactive integrity review
PMTCT	prevention of mother-to-child transmission
PRMM	Performance and Risk Management and Monitoring
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
PSEA	Protection from Sexual Exploitation and Abuse
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator

RBA	Rome-based agency
RBM	results-based management
REACH	Renewed Efforts Against Child Hunger and Undernutrition
RWA	Respectful Workplace Adviser
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
SNF	specialized nutritious food
SO	special operation
SPR	standard project report
SPRING	Standard Project Report Intelligent Next Generation
SQUEAC	Semi-Quantitative Evaluation of Access and Coverage
SRAC	Strategic Resource Allocation Committee
SRF	Strategic Results Framework
SSR	staffing structure review
T-ICSP	transitional-ICSP
TB	tuberculosis
TB-DOTS	tuberculosis directly observed treatment
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UN SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
VAM	vulnerability analysis and mapping
WHO	World Health Organization
WINGS	WFP Information Network and Global System

Decision 2017/EB.A/2 adopted by the Executive Board of the World Food Programme at its Annual Session of 2017 (12-15 June 2017)

Annual Performance Report for 2016

The Board approved the Annual Performance Report for 2016 (WFP/EB.A/2017/4*), noting that it provided a comprehensive record of WFP performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11 and to ECOSOC's resolution E/2013/L.17 and the FAO Council's decision at its 148th Session in 2013, the Board requested that the Annual Performance Report for 2016 be forwarded to ECOSOC and the FAO Council, along with the present decision and the Board's decisions and recommendations for 2016.

12 June 2017